

Vidyasagar University
MBA Syllabus Structure (Distance Learning)
Papers of 100 marks each / IA: 20 marks & UE 80 marks

First Semester: 6 Compulsory Papers (CP) of 100 marks each = 600 Marks

- CP 101 Management Theory: Principles and Processes
- CP 102 Managerial Economics
- CP 103 Quantitative Methods
- CP 104 Accounting for Managers
- CP 105 Business Legislation
- CP 106 Business Communication and Environmental Studies

Second Semester: 6 Compulsory Papers of 100 marks each = 600 Marks

- CP 201 Organisational Behaviour and Management of Change
- CP 202 Financial Management
- CP 203 Marketing Management
- CP 204 Human Resource Management
- CP 205 Production and Operations Management
- CP 206 Business Policy and Strategic Management

Third Semester: 2 Compulsory and 4 Specialisation Papers (2 from Elective-I and 2 from Elective-II) of 100 Marks each = 600 Marks

- CP 301 Computer Applications in Business
- CP 302 Corporate Governance and Rural Management
- 303 Four Specialisation Papers: 2 from Elective-I Specialisation Group
to and 2 from Elective-II Specialisation Group
- 306

Fourth Semester: 6 Specialisation Papers (3 from Elective-I and 3 from Elective-II) and 2 Compulsory Papers of 100 Marks each = 800 Marks

- 401 Six Specialisation Papers: Three from Elective-I Specialisation Group
to and Three from Elective-II Specialisation Group
- 406
- CP 407 Project Work (including Viva-Voce) =100 Marks (60 + 40)
- CP 408 Grand Viva

1st Semester

VIDYASAGAR UNIVERSITY
MBA (DL)::FIRST SEMESTER
Paper Code: CP 101

Subject: Management Theory: Principles and Processes

Full Marks: 100

Course Contents

First Half (50 Marks)

1. The Bases of Management – Evolution of Management Thought.
2. The Classical Theory – The Scientific Management Theory, the Classical Administrative Theory.
3. Neo-Classical Theory – The Human Relations Approach and the Social System Theory (Chester Barnard).
4. Behavioural Approach – Rational Decision-making, Individual and the Organisational Goals (Chris Argyris).
5. Socio-psychological Approach and Systems of Management.

Second Half (50 Marks)

6. The Structure of Organisations – Formal and Informal, Informal-Formal Relationship – Management implications - Closed and Open Models of Organisations.
7. Organisational Divisions – The Department, Centralisation and Decentralisation, Delegation and Delegated Legislation.
8. Line and Staff Agencies – the major differences, Hierarchy and Span of Control.
9. Leadership, Supervision, and Coordination.
10. The New Public Management – Origin and the Components of NPM, Counter claims: Critics of NPM.
11. Ethics and Public life – Ethics and Public Interest, Ethics and Political Morality, Ethics and Bureaucracy.

References:

1. Herbert G. Hicks and C. Ray Gullett, *Organisations: Theory and Behaviour*
2. Koontz, O'Donnell and Weihrich, *Essentials of Management*
3. Ewan Ferlie and others, *The New Public Management in Action*
4. Gibson, Ivancevich and others, *Organisations – Behaviour, Structure and Processes*
5. S. P. Robbins, *Organisational Behaviour*, PHI
6. L. M. Prasad, *Organisational Behaviour*, Sultan Chand
7. M. Banerjee, *Organisation Behaviour*, Allied

VIDYASAGAR UNIVERSITY
MBA (DL)::FIRST SEMESTER
Paper Code: CP 102
Subject: Managerial Economics
Full Marks: 100 No. of Classes: 80

Course Contents

First Half (50 Marks)

1. **The Nature and Scope of Managerial Economics:** What is Managerial Economics? – The Scope of Managerial Economics.
2. **Objective of Business Firms:** Profit Maximisation as Business Objective – Controversy over Profit Maximisation Objective – Alternative Objectives of Business Firms.
3. **Analysis of Demand and Demand Forecasting:** Analysis of Individual Demand – Meaning of Market Demand – Determinants of Market Demand – Elasticity of Demand – Demand Forecasting – Technique of Forecasting Demand.
4. **Theory of Production:** Production Function – The Laws of Production – The Laws of Returns to Scale – Optimal Input Combination.
5. **Theory of Cost and Break- Even Analysis:** Cost Concepts – The Theory of Cost: The Cost-Output Relations – Economies and Diseconomies of Scale – Break-Even Analysis.
6. **Market Structure and Pricing Decisions:** Market Structure and Degree of Competition – Pricing under Perfect Competition – Pricing under Pure Monopoly – Measure of Monopolistic Power – Pricing and Output Decisions under Monopolistic Competition – Pricing and Output Decisions under Oligopoly – Pricing Strategies and Practices. _

Second Half (50 Marks)

7. **Basic Issues in Macroeconomics:** Consumption Function – Investment Function – Demand for Money – Supply of Money – Inflation.
8. **National Income: Concept and Measurement:** Basic concepts and Definition of National Income – Measures of National Income – Methods of Measuring National Income.
9. **Theory of National Income Determination:** Keynesian Theory of National Income Determination – Fiscal and Monetary Policy – Changes in Aggregate Demand and the Multiplier.
10. **Modern Theories of Economic Growth:** Harrod-Domar Theory of Growth – The Neo-Classical Growth Theory.
11. **Business Cycle and Stabilisation:** Phases of Business Cycles – Theories of Business Cycle – Economic Stabilisation Policies.
12. **Theory of International Trade:** Ricardian Theory of Comparative Advantage – Heckscher-Ohlin Trade Theorem – Factor Price Equalisation Theorem – Terms of Trade – Trade Policy: Free Trade Vs Protection – Balance of Payments, Disequilibrium and Adjustment – International Monetary System.

References:

1. A. Koutsoyiannis, *Modern Microeconomics*
2. Henderson & Quandt, *Microeconomic Theory*
3. K.C.Roychoudhury, *Microeconomics*
4. J. Dean, *Managerial Economics*
5. Hague, *Managerial Economics*
6. Bradford, *Managerial Decision Making*
7. P.L.Mehta, *Analysis, Problems, and Cases*, Sultan Chand
8. Sampat Mukhopadhyay, *Managerial Economics in the Global Context*, Central
9. Branson, *Macroeconomic Theory and Policy*
10. Levacic & Rebmann, *Macroeconomics*
11. Dernburg & Medougall, *Macroeconomics*
12. Ackley, *Macroeconomics: Theory and Policy*
13. Shapiro, *Macroeconomic Analysis*
14. Dorubush & Fischer, *Macroeconomics*
15. Branson & Litvask, *Macroeconomics*

VIDYASAGAR UNIVERSITY
MBA (DL)::FIRST SEMESTER

Paper Code: CP 103

Subject: Quantitative Methods

Full Marks: 100 No. of Classes: 80

Course Contents

First Half (50 Marks)

1. **Collection and Presentation of Data**: Collection of Data: Primary and Secondary Data, Measurement Scales, and Data Gathering – Presentation of Data: Classification of Data, Frequency Distribution, and Graphic Presentation.
2. **Measures of Central Tendency**: Measures of Central Location: Mean, Median, and Mode – Measures of Non-central Location: Quartiles, Deciles, and Percentiles.
3. **Measures of Dispersion**: Range, Inter-Quartile Range, Variance, Standard Deviation, Skewness & Kurtosis.
4. **Correlation and Regression**: Relationship Measures - Scatter Diagram - Correlation Coefficient – Regression: Method of Least Squares, Regression Equations.
5. **Time Series Analysis**: Regularity and Order in Data – Components of Time Series: Trend, Cyclical Variations, Seasonal Changes, and Random Movements.
6. **Index Number Analysis**: Meaning and Type – Price Index Numbers – Cost of Living Index Numbers.
7. **Probability Theory and Probability Distributions**: Binomial, Poisson, Normal, and Exponential.

Second Half (50 Marks)

8. **Linear programming**: Introduction - Structure of Linear Programming Model - Advantages of Linear Programming - Graphical Solution Methods - Simplex Method - Duality in Linear Programming - Sensitivity Analysis.
9. **Transportation Problem**: Introduction - Mathematical model of transportation problem - the transportation method - method of finding initial solution - Optimisations.
10. **Assignment Problem**: Introduction - Mathematical statement of the problem - Solution methods of assignment problem.
11. **Inventory Control**: Deterministic Models: Introduction - the meaning of Inventory Control - Functional Role of Inventory - Inventory Model Buildings - Deterministic Inventory Models without Shortages - Multi-item Inventory Models with Constraints - EOQ models with Quantity Discounts - Dynamic Demand Inventory Models; Inventory Control Probabilistic Models.
12. **Queuing Theory**: Introduction - Essential Features of Queuing System - Performance Maintenance of Queuing System - Probability Distribution of Queuing System - Classification of Queuing Models - Solutions of Queuing Models.

Continued

References:

1. Goon, Gupta, Dasgupta, *Fundamentals of Statistics (Vol.I & II)*, the World Press Pvt. Ltd.
2. S. P. Gupta, *Statistical Methods*
3. N. G. Das, *Statistical Methods (Part I & II)*, M.Das & Co.
4. Boot and Case, *Statistical Analysis for Managerial Decisions*
5. Levin and Richard, *Statistics for Management*
6. Taro Yamame, *Statistical Methods*
7. G. S. Monga, *Mathematics and Statistics for Economics*, Vikas
8. J. S. Chandan, *Statistics for Business and Economics*, Vikas
9. Hamdy A. Taha, *Operations Research*, Macmillan
10. B. S. Goel and S.K.Mittal, *Operations Research*, Pragati Prakashan, Meerut
11. Shrivastava, Shenoy & Sharma, *Quantitative Techniques for Managerial Decision Making*, Willey Eastern
12. V. K. Kapoor, *Operations Research*, Sultan Chand & Sons
13. S. C. Acharyya, *Techniques on Operations Research and Computer Based Management Information System*, the World Press Pvt. Ltd.
14. Swarup, Gupta, and ManMohan, *Operations Research*, Sultan Chand & Sons
15. C. R. Kothari, *Quantitative Techniques*, Vikas
16. R. C. Gupta, *Quantitative Methods for Operations Research*, CBS Publishers and Distributors

VIDYASAGAR UNIVERSITY
MBA (DL)::FIRST SEMESTER
Paper Code: CP 104
Subject: Accounting for Managers
Full Marks: 100 No. of Classes: 80

Course Contents

First Half (50 Marks)
(Financial Accounting)

1. Accounting as a language of business – Generation of accounting information – Users of information – Structure of Accounting: Principles, Concepts, Conventions, GAAP – Double Entry Principle – Cash and Accrual basis of accounting.
2. Transaction – Journal: Sub-divisions and entries – Ledger: Accounts, Posting, and Balancing – Cash Books.
3. Capital and Revenue concepts – Depreciation – Provisions – Reserves – Inventory valuation – Errors and Rectifications – Income: Recognition and Measurement.
4. Trial Balance – Adjustment entries – Financial Statements: Manufacturing Account, Trading Account, Profit & Loss Account, Profit & Loss Appropriation Account, and Balance Sheet.
5. Company Final Accounts (as per Companies Act) – Issue and Buyback of Equity Shares – Issue and Redemption of Preference Shares and Debentures.

References:

1. S. K. Bhattacharyya and John Dearden, *Accounting for Management: Text and Cases*, Vikas
2. Maheshwari & Maheshwari, *An Introduction to Accountancy*, Vikas
3. Nitin Balwani, *Accounting and Finance for Managers*, Excel
4. Asish K. Bhattacharyya, *Financial Accounting for Business Managers*, PHI
5. Ambrish Gupta, *Financial Accounting for Management*, Pearson
6. Mukherjee & Hanif, *Financial Accounting*, TMGH

Second Half (50 Marks)
(Cost Accounting)

6. **Introduction:** Cost Accounting: Definition – Concepts of cost and other terminologies – Classification of costs – Evolution of Cost Accounting – Need – Relationship with other branches of accounting.
7. **Materials Cost – Accounting and Management:** Procurement / Purchasing of Materials – Storing – Accounting for Materials – Issuing – Pricing Methods – Materials Control Methods.
8. **Labour Cost - Accounting and Management:** Recording Labour times – Remuneration Methods – Accounting for Wages – Treatment of Idle Time and Overtime.
9. **Overheads - Accounting and Management:** Concept – Classification – Production Overhead Accounting: Collection, Distribution, and Absorption.
10. **Methods and Techniques of Costing:** Methods – Techniques – Job Costing – Contract Costing - Marginal Costing.

References:

1. B. Banerjee, *Cost Accounting: Theory and Practice*, Prentice Hall of India
2. Asish Kr. Bhattacharyya, *Principles and Practice of Cost Accounting*, Prentice Hall of India
3. Horngren, Foster, and Datar, *Cost Accounting: A Managerial Emphasis*, Prentice Hall of India
4. Saxena and Vashist, *Advanced Cost and Management Accounting*, Sultan Chand & Sons
5. Jawaharlal, *Cost Accounting*, TMGH

VIDYASAGAR UNIVERSITY
MBA (DL)::FIRST SEMESTER
Paper Code: CP 105
Subject: Business Legislations
Full Marks: 100 No. of Classes: 80

Course Contents

First Half (50 Marks)

1. **Introduction:** Law: Concept, Definition, Scope, Rule – Society and Law – Mercantile or Business Law.
2. **Law of Contract:** Definition – Essential elements for a valid contract – Different types of contracts – Legality of Object – Void Agreements – Contingent Contract – Performance and Discharge of Contracts – Breach of Contract and Remedies – Indemnity and Guarantee – Agency.
3. **Law of Sale of Goods:** Definition – Essential elements – Conditions and Warranties – Transfer of Property in the goods – Performance of Contract of Sales – Remedial measures for breach of contract by either party.
4. **Law of Negotiable Instruments:** Definitions – Essentials of a Negotiable Instrument and its components – Related parties and their rights and liabilities – Payment and Negotiation rules – Dishonour and Discharge – Banker and Customer.

Second Half (50 Marks)

5. **Law of Consumer Protection:** Central and State Councils – District Forum – Complaints – Penalties.
6. **Law of Partnership:** Definition – Registration – Rights, Duties, and Liabilities of Partners – Dissolution of Partnership firm.
7. **Law relating to Information Technology:** Information Technology Act, 2000 – Definitions – Digital Signature – Electronic Governance – Acknowledgement and Despatch of Electronic Records – Duties of Subscribers – Offences.
8. **Other Laws:** Shops and Establishments – Patents, Trade Marks, and Copyrights – Fair Trade Practices.

References:

1. M. C. Kuchhal, *Mercantile Law*, Vikas
2. Gulshan and Kapoor, *Business Law*, New Age International
3. N. D. Kapoor, *Mercantile Law including Industrial Law*, Sultan Chand
4. Pandit and Pandit, *Business Law*, Himalaya
5. The Information Technology Act, 2000

VIDYASAGAR UNIVERSITY
MBA (DL)::FIRST SEMESTER
Paper Code: CP 106

Subject: Business Communications and Environmental Studies

Full Marks: 100

No. of Classes: 80

Course Contents

First Half

Business Communication (50 Marks)

1. **Communication**: Definition – Process – Importance – Types: Formal and Informal, Verbal, Non-verbal, and Written – Effective Communication.
2. **Verbal Communication**: Target Group – Listening – Feedback – Presentation Skills – Use of Aids – Public Speaking – Practice Presentation.
3. **Written Communication**: Preparing Notes – Composing Business Messages: Style, Simplicity, Proof Reading.
4. **Report Writing**: Types of Reports – Characteristics of a good Report – Components: Outline, Heading, Point wise presentation, Logical sequence, Use of Charts, Graphs, and Tables, Executive Summary, Illustration.
5. **Business memos**: Drafting Circulars, Notices, and Notes – Preparing Agenda – Recording Minutes – Maintaining Diary – Preparing Resume / C.V. – Press Release.
6. **Business Letters**: Format / Parts – Styles – Types – Forms: Ordinary, Facsimiles (Fax), Electronic Mail.

References:

1. Asha Kaul, *Effective Business Communication*, PHI
2. S. Bahi, *Business Communication Today*, Response Books
3. J. V. Vilanilam, *Effective Communication*, Response Books
4. Sutapa Banerjee, *English for Engineering and Management*, S. Chand

Second Half

Environmental Studies (50 Marks)

7. Environment and the Social Issues – Environmental Degradation - Sustainable Development, Environment and Women, Environmental Planning.
8. Management and Environment – Environment and Organisational Design, Environmental Management.
9. Environment and Non-State Actors – Business, Industry and Environmental Governance; Non-Governmental Organisations.

References:

1. M. D. Bayles, *Professional Ethics*
2. N. Behrman, *Essays on Ethics in Business and the Professions*
3. Dryzek and Schlosberg, *Debating the Earth*
4. D. K. Sinha & A. D. Mukhopadhyay, *Fundamentals of Environmental Studies*
5. Fred Luthans, *Organisational Behaviour*
6. A. D. Mukhopadhyay (ed.), *Perspectives and Issues in Environmental Studies*
7. Lorraine Elliott, *The Global Politics of the Environment*

2nd Semester

Vidyasagar University

MBA (DL) :: SECOND SEMESTER

Paper Code: CP 201

Subject: Organisational Behaviour and Management of Change

Full Marks: 100

No. of Classes: 80

Course Contents

First Half (50 Marks)

1. Organisation Behaviour – Approaches, Foundations, Models and Variables. Development of Organisational Behaviour – Historical Background.
2. Motivation and Leadership – Types of Motivation - Theories of Motivation – Styles of Leadership.
3. Group Dynamics and Organisations – Classification and Models - Teams in Work Place - Organisational Culture.
4. Conflict and Conflict Resolution – Types of Conflicts - Interactive Conflicts and Negotiation Methods.
5. Communication and Organisation – Types and Processes - Interpersonal Communications - Improving Communications.

MBA (DL) :: SECOND SEMESTER

Paper Code: CP 201

Subject: Organisational Behaviour and Management of Change

Second Half: (50 Marks)

Course Contents

6. Organisational Viability and Change – Management of Organisational Change: Approaches - Contingency Views on Organisation and Management.
7. Managing Change in the Organisations – Alternative Change Management Technology - Overcoming Limiting Conditions.
8. Stress Management – Prevention and Management - Social Support and Counselling.
9. Organisation Change and Development - Planning Interventions - Levels and Types of Intervention.
10. Public Sector Strategic Management – the Advantages and Disadvantages - the Process and the Practice.

References:

1. Fred Luthans, *Organisational Behaviour*, MGH
2. Gibson, Ivancevich, Donnell and Konopaske, *Organisations: Behaviour, Structure and Processes*
3. Nirmal Singh, *Organisational Behaviour – Concepts, Theory and Practices*
4. Koontz, Donnell and Weihrich, *Essentials of Management*
5. J. M. Thomas and W. G. Benins, *The Management of Change and Culture*
6. M. Banerjee, *Organisation Behaviour*, Allied
7. S. P. Robbins, *Organisational Behaviour*, PHI

8. L. M. Prasad, *Organisational Behaviour*, Sultan Chand

Vidyasagar University
MBA (DL) :: SECOND SEMESTER
Paper Code: CP 202
Subject: Financial Management

Full Marks: 100
First Half (50 Marks)

Course Contents

1. **Introduction:** Basic Finance Function - Objectives of Financial Management – Shareholders’ Wealth Maximization and Agency Theory - Scope of Financial Management - Financial Management and other Functional Areas of Management - Concepts of 'Time Value of Money' and 'Present Value'.
2. **Sources of Business Finance:** Long Term and Short Term Sources of Finance - Non-traditional Sources of Finance, Hybrid Instruments.
3. **Leverage:** Measurement of Leverages - Effects of Operating and Financial Leverage on Profit - Analysing alternate Financial Plans – EBIT-EPS analysis - Concepts of Business and Financial Risk - Combined Financial and Operating Leverages.
4. **Cost of Capital:** Meaning and Significance of Cost of Capital - Calculation of Cost of Debt: Preference Capital, Equity Capital, and Retained Earnings - Cost of Equity and CAPM - Combined Cost of Capital (weighted).

MBA (DL) :: SECOND SEMESTER
Paper Code: CP 202
Subject: Financial Management
Second Half (50 Marks)

Course Contents

5. **Capital Structure Theories:** Various Components in Capital Structure and their implication - Traditional Theories - M.M. Hypothesis: Without Taxes and With Taxes - Determining Capital Structure in practice.
6. **Long-term Investment Decision:** Different methods of Capital Budgeting and their rationality – Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, and Internal Rate of Return.
7. **Short-term Investment Decision:** Working Capital Measurement – Its relation with Long Term Investment Decision - Concept of Operating Cycle - Estimation of Working Capital Requirements - Management of various Components of Working Capital (i.e., Inventory, Receivables, Payables, and Cash) – Theoretical concepts, Determinants of Working Capital Management - Bank Finance and Working Capital.
8. **Dividend Decision:** Dividend and Valuation - Different Theories - Dividend Policies – Some Examples - Factors affecting Dividend Policy.

References:

1. Richard A. Brealey and Stewart C. Myers, *Corporate Finance*, MGH, New York
2. James C. Van Horne, *Financial Management and Policy*, Prentice Hall, Delhi
3. M. Y. Khan and P. K. Jain, *Financial Management*, TMGH, New Delhi
4. Prasanna Chandra, *Financial Management*, TMGH, Delhi
5. Ravi M. Kishore, *Financial Management*, Taxmann, New Delhi
6. I. M. Pandey, *Financial Management*, Vikas Publishing House, New Delhi
7. B. Banerjee, *Financial Policy and Management Accounting*, PHI, New Delhi

8. Kapil and Kapil, *Financial Management: Strategy, Implementation and Control*, Pragati Prakashan, Meerut
9. V. K. Bhalla, *Financial Management and Policy*, Anmol Publication, New Delhi

Vidyasagar University
MBA (DL) :: SECOND SEMESTER
Paper Code: CP 203
Subject: Marketing Management
Full Marks: 100
First Half (50 Marks)

Course Contents

1. Nature and Scope of Marketing: Core Concepts of Marketing – Delivering Customer Value and Satisfaction – Concept of Value Chain, etc.
2. The Environment of Marketing (including Customer Analysis and Company Analysis).
3. Customer Buying Behaviour and nature of Organisational Buying.
4. Marketing Information System and Marketing Research.
5. Conceptual understanding of Marketing Mix, Market Segmentation, Targeting, and Positioning.
6. Product Management and New Product Development (including Product Life Cycle and Branding).
7. Pricing Strategies.

References:

1. Philip Kotler, *Marketing Management*, PHI
2. Stanton, Etzel, Walker, *Fundamentals of Marketing*, MGH
3. Saroj Datta, *Marketing Sense*, Excel
4. Ramaswamy and Namakumari, *Marketing Management*, Macmillan
5. Sheth, Sisodia, *Tectonic Shift*, Response Books
6. Aaker, *Strategic Market Management*, Wiley
7. Subroto Sengupta, *Brand Positioning*, TMGH
8. Schiffman & Kanuk, *Consumer Behaviour*, PHI
9. Harren J. Keegan, *Global Marketing Management*, PHI
10. M. L. Bhasin, *Cases in Marketing Management*, Excel Books

MBA (DL) :: SECOND SEMESTER
Paper Code: CP 203
Subject: Marketing Management
Second Half (50 Marks)

Course Contents

8. Developing Market Oriented Strategies.
9. Designing and Managing Marketing Channels.
10. Managing the Integrated Marketing Communication System and Promotion Decisions (including Advertising, Sales Promotion, Personal Selling, Publicity / Public Relations, etc.).
11. Marketing Performance Assessment.
12. New Issues in Marketing (Global Marketing, Green Marketing, e-Marketing).

References:

1. Philip Kotler, *Marketing Management*, PHI
2. Stanton, Etzel, Walker, *Fundamentals of Marketing*, MGH
3. Saroj Datta, *Marketing Sense*, Excel
4. Ramaswamy and Namakumari, *Marketing Management*, Macmillan
5. Sheth, Sisodia, *Tectonic Shift*, Response Books

6. Aaker, *Strategic Market Management*, Wiley
7. Subroto Sengupta, *Brand Positioning*, TMGH
8. Schifemen & Kanuk, *Consumer Behaviour*, PHI
9. Harren J. Keegan, *Global Marketing Management*, PHI
10. M. L. Bhasin, *Cases in Marketing Management*, Excel Books

Vidyasagar University
MBA (DL) :: SECOND SEMESTER
Paper Code: CP 204
Subject: Human Resource Management
Full Marks: 100 No. of Classes: 80

Course Contents

First Half (50 Marks)

1. **Introduction**: Objectives of human resource planning – Meaning and Scope – Functions of HRM: Manpower Requirement, Aid in Recruiting and Selecting, Salary and Wage Administration, and Employee Morale – Importance of HRM: Economic and Technological Changes, Occupational Shifts, and Global Competition – Role of HR Manager: Employee Advocate, Company Morale Officer, Champion for Employee Issue, Crisis Management, Fair and Equitable Treatment to employees, Administrative, Operational, and Strategic Roles of HR Manager – Difference between HRM and Personnel Management.
2. **Human Resource Planning**: Forecasting future personnel requirements – Inventorying present manpower resources – Process of HR Planning – How to forecast personnel needs: Trend Analysis, Ratio Analysis, Scatter Diagram, and Delphi Technique – Limitations in HR Planning: Labour turnover, market fluctuations, and change in technology – Conflict between quantitative and qualitative approaches used in planning process – Succession Planning: Replacement chart and Transition matrix.
3. **Recruitment**: Objectives of recruitment – Purposes and Importance – Factors influencing Recruitment: External and Internal – Process of Recruitment – Sources of Recruitment: External Sources and Internal Sources.
4. **Selection**: Outcomes of Selection Decision – Process of Selection – Selection Tests – Interviews – Barriers to effective selection.
5. **Training**: Importance and Need for Training and Development – Areas of Training – Steps in Training Programmes – Methods of Training – Impediments to effective Training – Training and Development.
6. **Performance Appraisal**: Performance Appraisal: Objectives, Purposes, Process and Methods – Management by Objectives (MBO) – Problems in Performance Analysis – Improving Performance Appraisal – Potential Evaluation.

References:

1. S. S. Khanka, *Human Resource Management: Text & Cases*, S. Chand & Co. Ltd.
2. K. Aswathappa, *Human Resource and Personnel Management: Text & Cases*, TMGH
3. David A. DeCenzo and Stephen P. Robbins, *Personnel / Human Resource Management*, PHI
4. Dale S. Beach, *Personnel: The Management of People at Work*, Macmillan Publishing Company
5. John W. Newstrom and Keith Davis, *Organisational Behaviour: Human Behaviour at Work*, TMGH
6. Biswajeet Pattanayak, *Human Resource Training*, S. Chand & Co. Ltd.
7. Alan H. Anderson, *Effective Personnel Management*, Blackwell Publishers
8. P.N.Subramani and G. Rajendra, *Human Resource Management and Industrial Relations (with Text Cases and Review Questions)*, Himalaya Publishing House
9. Brian Towers, *The Handbook of Human Resource Management*, Blackwell Publishers

10. Gary Dessler, *Human Resource Management*, Pearson Education (Singapore) Pvt. Ltd.
11. M. N. Rudrabasavaraj, *Dynamic Personnel Administration – Management of Human Resources*, Himalaya Publishing House
12. P. Subba Rao, *Personnel and Human Resource Management (Text & Cases)*, Himalaya Publishing House
13. Derek Torrington and Laura Hall, *Personnel: A New Approach to Management*, Prentice Hall International
14. K. Aswathappa, *Human Resource and Personnel Management*, TMGH

Vidyasagar University
MBA (DL) :: SECOND SEMESTER

Paper Code: CP 204

Subject: Human Resource Management

Course Contents

Second Half (50 Marks)

7. **Employee Welfare:** Employee Welfare: Objectives, Meaning and Scope, and Types – Safety Policy – Types of Accident – Advantages of an Accident-free Organization – Health Policy – Occupational Hazards and Diseases – Statutory Provisions on Industrial Safety – Statutory Provisions on Health – Social Security Measures.
8. **Industrial Disputes and Industrial Relations:** Industrial Disputes – Forms of Industrial Disputes: Strikes, Lockouts, Gherao, Picketing and Boycott – Causes of Industrial Disputes: Economic, Management, Trade Union Practices, and Legal and Political factors – Methods of preventing Industrial Disputes – Settlement of Industrial Disputes.
9. **Industrial Relation:** Industrial Relation: Importance, Different Approaches, Different Parties, Influencing factors, and Vehicles – Workers’ Participation in Management: Objectives and Forms – Trade Union: Why do workers join Trade Union? Types, and Theories – Collective Bargaining: Meaning and Strategies.
10. **Empowerment:** Empowerment: Meaning, Conditions, and Barriers – Employee Grievances: Meaning, Sources and Essentials of sound Grievance Procedure.

References:

1. S. S. Khanka, *Human Resource Management: Text & Cases*, S. Chand & Co. Ltd.
2. K. Aswathappa, *Human Resource and Personnel Management: Text & Cases*, TMGH
3. David A. DeCenzo and Stephen P. Robbins, *Personnel / Human Resource Management*, PHI
4. Dale S. Beach, *Personnel: The Management of People at Work*, Macmillan Publishing Company
5. John W. Newstrom and Keith Davis, *Organisational Behaviour: Human Behaviour at Work*, TMGH
6. Biswajeet Pattanayak, *Human Resource Training*, S. Chand & Co. Ltd.
7. Alan H. Anderson, *Effective Personnel Management*, Blackwell Publishers
8. P.N.Subramani and G. Rajendra, *Human Resource Management and Industrial Relations (with Text Cases and Review Questions)*, Himalaya Publishing House
9. Brian Towers, *The Handbook of Human Resource Management*, Blackwell Publishers
10. Gary Dessler, *Human Resource Management*, Pearson Education (Singapore) Pvt. Ltd.
11. M. N. Rudrabasavaraj, *Dynamic Personnel Administration – Management of Human Resources*, Himalaya Publishing House
12. P. Subba Rao, *Personnel and Human Resource Management (Text & Cases)*, Himalaya Publishing House
13. Derek Torrington and Laura Hall, *Personnel: A New Approach to Management*, Prentice Hall International
14. K. Aswathappa, *Human Resource and Personnel Management*, TMGH

Vidyasagar University
MBA (DL) :: SECOND SEMESTER
Paper Code: CP 205
Subject: Production and Operations Management
Full Marks: 100 No. of Classes: 80
First Half (50 Marks)

Course Contents

1. **Nature and Scope of Production and Operations Management:** Concept and Importance.
2. **Types of Manufacturing Systems and Layouts of Production System:** Capacity Planning and Management - Plant Location and Plant Layout.
3. **Production Planning and Control:** Demand Forecasting for Production - Product Development: Product and Process Analysis - Aggregate Planning - Production Scheduling and Control Techniques and Materials Requirement planning.
4. **Project management and Resource Allocation:** Project Management Techniques - Line of Balance - Resource Allocation – Linear Propagation and Computer Application in Production and Operations Management.

References:

1. S. N. Chary, *Production and Operations Management*, TMGH
2. Morton, *Production and Operations Management*, Vikas
3. Altekar, *Production Management*, Jaico
4. A. Muhlemann, J. Oakland, and K. Lockyer, *Production and Operations Management*, Macmillan
5. E. S. Buffa and R. K. Sarin, *Modern Production / Operations Management*, John Wiley
6. Bedi, *Production and Operations Management*, OUP
7. Adam, *Production and Operations Management*, Pearson Education / PHI
8. N. G. Nair, *Production and Operations Management*, TMGH
9. Panneerselvam, *Production and Operations Management*, PHI
10. R. B. Chase and N. J. Aquilano, *Production and Operations Management*, Irwin

MBA (DL) :: SECOND SEMESTER
Paper Code: CP 205
Subject: Production and Operations Management
Second Half (50 Marks)

Course Contents

5. **Quantity and Quality Management:** Inventory: Concepts, Functions, and Costs - Basic Inventory Models - Inventory Systems - Quality Management: Statistical Quality Control - Concept of Acceptance Sampling - Control Charts - Total Quality Management, ISO 9000 / 2000.
6. **Elements of Work Study:** Introduction to Work Study: Principles and Methods of Study - Principles and Application of Time Study - Work Sampling and Development of Production Standard.
7. **Maintenance, Value Analysis and Productivity:** Maintenance Management - Types of Maintenance - Cost Consideration in Management - Value Analysis and Engineering - Productivity and its Measurement.
8. **Work Environment:** Industrial Safety – Accidents: the Causes and Effects of Accidents - Responsibilities and Organization of Safety - Safety Management.

References:

1. S. N. Chary, *Production and Operations Management*, TMGH
2. Morton, *Production and Operations Management*, Vikas
3. Altekar, *Production Management*, Jaico
4. Muhlemann, J. Oakland, and K. Lockyer, *Production and Operations Management*, Macmillan
5. E. S. Buffa and R. K. Sarin, *Modern Production / Operations Management*, John Wiley
6. Bedi, *Production and Operations Management*, OUP
7. Adam, *Production and Operations Management*, Pearson Education / PHI
8. N. G. Nair, *Production and Operations Management*, TMGH
9. Panneerselvam, *Production and Operations Management*, PHI
10. R. B. Chase and N. J. Aquilano, *Production and Operations Management*, Irwin

Vidyasagar University
MBA (DL) :: SECOND SEMESTER
Paper Code: CP 206
Subject: Business Policy and Strategic Management
Full Marks: 100 No. of Classes: 80
First Half (50 Marks)

Course Contents

1. Introduction to Corporate Strategy:

Importance of strategy - Decision situations and role of strategy - Mission, Objectives, Policies, Procedures, Rules, Programmes and Strategy - Levels at which strategy operates - Strategic Business Unit (SBU) - Strategic Management Process.

2. Environmental and Internal Analysis:

Environmental analysis and diagnosis: concept and necessity - Environmental Threat and Opportunity Profile (ETOP) - Internal analysis and diagnosis: concept and necessity - Strategic Advantage Profile (SAP) - SWOT analysis.

3. Corporate Restructuring and Diversification:

Mergers and Acquisitions - Joint venture - Sell-off – Divestiture - Spin off - Corporate control - Changes in ownership structure - Exchange offer - Financial restructuring - Management buy-out – Diversification: reasons and risks - Corporate turnaround.

References:

1. Hunger, David J. and Wheelen, Thomas I., *Strategic Management*, Addison-West International Edition
2. Cherunilam, F., *Strategic Management*, Himalya Publishing House, Mumbai
3. Kazmi, A., *Business Policy*, Tata McGraw Hill Publishing Company, New Delhi
4. Jausch, L. R. and Glueck, W. F., *Business Policy and Strategic Management*, Hill International Edition
5. Ansoff, H. I., *Implementing Strategic Management*, Prentice Hall International Edition
6. Budhiraja, S. B. and Athreya, M. B., *Cases in Strategic Management*, TMGH
7. Das, Ranjan, *Crafting the Strategy*, TMGH
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, New Delhi.

MBA (DL) :: SECOND SEMESTER
Paper Code: CP 206
Subject: Business Policy and Strategic Management
Second Half: (50 Marks)

Course Contents

4. Strategic Analysis:

Portfolio analysis and display matrices - Operating and financial analysis - Cost dynamics.

5. **Strategy Implementation:** Project and procedural implementation – Resource allocation – Structural implementation and Functional implementation – Behavioural implementation.
6. **Strategy Evaluation and Control:**
Strategic Control - Operational Control - Preventive Control - Essential Features of an Effective Evaluation and Control System.

References:

1. Hunger, David J. and Wheelen, Thomas I., *Strategic Management*, Addison-West International Edition
2. Cherunilam, F., *Strategic Management*, Himalya Publishing House, Mumbai
3. Kazmi, A., *Business Policy*, Tata McGraw Hill Publishing Company, New Delhi
4. Jausch, L. R. and Glueck, W. F., *Business Policy and Strategic Management*, Hill International Edition
5. Ansoff, H. I., *Implementing Strategic Management*, Prentice Hall International Edition
6. Budhiraja, S. B. and Athreya, M. B., *Cases in Strategic Management*, Tata McGraw-Hill, New Delhi
7. Das, Ranjan, *Crafting the Strategy*, TMH, New Delhi
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, New Delhi.

3rd Semester

VIDYASAGAR UNIVERSITY
MBA (DL) :: THIRD SEMESTER (Compulsory)
Paper Code: CP 301
Subject: Computer Applications in Business
Full Marks: 100

Course Contents

First Half (50 Marks)

1. **Computers and Operating Systems**: Fundamentals of computer - Introduction to computer architecture.
2. **Number system**: Binary numbers - Binary-Octal - Octal-Binary - Hexa-Binary, etc., Floating point representation of a number - Arithmetic operation – One's and Two's Complements - Development of Boolean Algebra - Boolean Logic Operations.
3. **Operating System**: Introduction to Operating System: Function, Goal, and Types - Overview of Single-user Operating System and Multi-user Operating System - Operating System versus Graphical User Interface - File Management (Hard Disk Management, Directories / Sub-directories / Paths; File Naming conventions) Programming – Hardware - System Software - Information System - Information Processing Cycle - Introduction to Telecommunications - Role of Information in corporate environment - Use of Internet and E-mail – Unix Operating System.
4. **An Overview of Selected Application Software**: Word Processing, Spreadsheet, Presentation and Data Base Management - Graphics concepts - Creating Presentations and Reports.

References:

1. S. Salivahanan , S. Arivazhagan, *Digital Circuits and Design*, Vikas
2. Curtis Frye, Kristen Crupi, *Step by Step MS-Office*, PHI
3. Hayes, *Computer Architecture and Organization*, TMGH
4. W. Stallings, *Operating Systems*, PHI
5. Silberchatz Galvin, *Operating System Concepts*, Pearson Education
6. Silberchatz, Korth, and Sudarshan, *Database Management System*, TMH

**Second Half (50 Marks)
(Practical)**

5. **Microsoft Office:** MS Word, MS Excel, Power Point.
6. **Database Software:** (Anyone) MS Access, Foxpro.
7. **Programming:** C-Language.

**VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER (Compulsory)
Paper Code: CP 302
Subject: Corporate Governance & Rural Management
Full Marks: 100**

Course Contents

**First Half
Corporate Governance (50 Marks)**

1. **Corporate Form of Business:** Meaning – Nature – Characteristics.
2. **Constitution of Board of Directors and Corporate Governance:** Directors: Concept – Legal Position - Number of Directors; Corporate Governance Vis-à-vis Management – Roles of Shareholders – Management and Board – Corporate Governance Models: German – Japanese, Anglo – American Systems – Corporate Governance and Audit – Corporate Social Responsibility – Environmental Protection - Fair Trade Practices - Compliance with other National Laws, Public and Customer Care, etc.
3. **Powers, Duties and Responsibilities of Directors**
Powers, Duties and Liabilities of Directors – Socio-Political – Legal aspects of Board's Responsibilities.
4. **Board Committees and Their Functioning**
Board Committees – Types – Constitution – The Philosophy – Delegation of Power – Limits of Power – Role of Non-executive Directors.
5. **Corporate Governance Codes and Laws:**
 - (A) **Corporate Governance Code outside India:** Cadbury Committee, Hampel Committee, King's Committee OECD, Blue Ribbon Committee.
 - (B) **Corporate Governance Code in India:** CII , K. M Birla Committee, Naresh Chandra Committee, Narayan Murthi Committee – Corporate Corruption and Frauds – Clause 49 of the Listing Agreement with SEBI (India).

References:

1. Avtar Singh, *Indian Company Law*, Eastern Book Company, Lucknow
2. P. K. Ghosh and V. Balachandran, *Company Law and Practice*, Sultan Chand and Sons, New Delhi

3. A. K. Majumdar and G. K. Kapoor, *Company Law and Practice*, Taxmann, New Delhi
4. A. Ramaiya, *Guide to Companies Act*, Wadhwa & Company, Nagpur
5. B. K. Sengupta, *Company Law*, Eastern Law House, Kolkata
6. C. L. Bansal, *Corporate Governance - Law, Practice & Procedures*, Taxmann Allied Services Publishers, N. Delhi
7. K. R. Sampath, *Law of Corporate Governance- Principles and Perspective*, Snow white Publications, Mumbai.
8. N. Gopalswamy, *Corporate Governance*, Wheeler Publishers, N. Delhi.

VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER (Compulsory)
Paper Code: CP 302
Subject: Corporate Governance & Rural Management
Full Marks: 100

Course Contents

Second Half
Rural Management (50 Marks)

1. **District Magistrate**: Role of the District Magistrate – in Rural Administration, Emerging scenario.
2. Rural Local Self Governance in India - Panchayati Raj Institutions – Structure and Functional Arrangement – Governance at the Grass Roots – the basic features.
3. **Alternative approach to Rural Development**:
 (a) **Community Development Programmes** – Management Design and people’s Participation – Integrated Rural Development Programmes –Centrally Sponsored schemes.
 (b) **Planning of Plan Management in India** – Decentralised Planning – its implementation
4. **Technology and Rural Development**: Choice of Appropriate Technology and Rural Development.
5. Stakeholders in Rural Development – Government and NGO Collaboration.

References:

1. A. R. Desai (ed.), *Rural Sociology in India*
2. S. R. Mahaeswari, *Indian Administration*
3. S. R. Mahaeswari, *Rural Development in India*
4. Madhab Godbole, *Rural Employment Strategy*
5. Agarwal, and Kundan Lal, *Rural Economy of India*
6. Anil Kumar Jana, *Administering District Plans in India*
7. Mathew and others, *Status of Panchayati Raj in the States and Union Territories of India.*
8. S. R. Maheswari, *Local Government in India*

9. Indian Journal of Public Administration (IIPA), Journal of Rural Development (NIRD), Economic and Political Weekly, Kurukshetra, The Administrator (LBSNAA, Mussoorie)

VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER
Specialisation: Marketing Management
Paper Code: MM 303

Subject: Consumer Behaviour and Customer Relationship Management

Full Marks: 100

Course Contents

First Half (50 Marks)

1. **Consumer Behaviour:** Nature, Scope, and Applications.
2. **Understanding the Consumer:** Consumer Behaviour Model - Consumers' Behavioural Characteristics.
3. **Factors Influencing Consumer Behaviour:** Environmental Influence, Cultural & Ethnic Values (Cross-Cultural Variations) - Social Class and Status - Personal Influence - Family and Household Influences - Situational Influences.
4. **Understanding the Consumers' Behavioural Decision Process:** Diagnosis – Need - Recognition and Search - Alternative Evaluation - Purchase and its Outcome.
5. **The Psychological Processes of Consumer Behaviour:** Information Processing – Learning - Influencing Attitude and Behaviour.
6. **Consumer Analysis and Marketing Strategy:** Consumer Trends - Diffusion of Innovations - Global Consumer Markets.

Second Half (50 Marks)

7. **Nature of Customer Relationship:** Economics of Customer Relationship - Customer Service and Marketing.
8. **Customer Satisfaction:** Customer's Definition of Value - Satisfaction and Relationship Building.
9. **Building Long Term Relationships:** What Small Firms Can Teach us About Relationship? - Identifying Relationships at Risk - Establishing Customer Relationships on the Internet.
10. **Defining CRM Process:** Extending the Concepts of Relationships.
11. **Achieving Competitive Advantage through Relationships:** Role of Information Technology - Managing Customer Relationships 1:1.

References:

1. Engle James, F., Blackwell Roger, D., Miniard Paul W., *Consumer Behaviour*, Dryden Press
2. Solomon Machael, R., *Consumer Behaviour*, Allyn & Bacon
3. Hawkins Del, I., Best Roger I., Coney Kennath A., *Consumer Behaviour : Implications for Marketing Strategy*, BPI Irwin
4. Howard, *Consumer Behaviour in Marketing Strategy*, Prentice Hall
5. Loudon, *Consumer Behaviour : Concepts and Application*, McGraw Hill
6. Schiffman, *Consumer Behaviour*, Prentice Hall
7. Barnes James G., *Secrets of Customer Relationship Management*, McGraw Hill
8. Swift Ronald S., *Accelerated Customer Relationships*, Prentice Hall

VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER
Specialisation: Marketing Management
Paper Code: MM 304 Subject: Sales and Distribution Management
Full Marks: 100

Course Contents

First Half (50 Marks)

1. **Introduction:** Introduction to personal selling and sales management - nature and scope of personal selling and sales management - setting and formulating personal selling objectives - career in professional selling - types of sales personnel - sales manager and his role and responsibilities in an organization.
2. **Dimension of Sales Management:** Planning, organizing, recruiting, and selecting the sales personnel - motivating and training of sales personnel - sales force compensation plan - sales force evaluation program - setting sales territory - nature, scope and design of sales territory - sales quota types and quota setting - time management in sales - sales forecasting and sales budgeting - sales analysis, cost analysis and sales audit.

Second Half (50 Marks)

3. **Marketing channels:** Structures, functions, and relationships - Retailing and whole selling types and critical issues in Indian perspective - Channel planning - Designing Channel Systems - Organizational patterns in marketing channels - Management of marketing channels - Logistics of distribution - Role and types of transportation in India.
4. **Marketing channels and legal issues in Indian perspective:** Information systems and channels management - Assessing channel performance - International marketing channels.

References:

1. Dalyrample, D. J., *Sales Management: Concept and Cases*, John Willey & Sons, New York.
2. Anderson, R., *Professional Sales Management*, Prentice Hall Inc., 1992, New Jersey.
3. Steen, Louis W., E. L. Ansary, ADD I; and Coughlan, Anne T., *Marketing Channels*, Prentice Hall of India, New Delhi.
4. Panda Tapan and Sachdeva, *Sales and Distribution Management*, Oxford Publication, New Delhi.

VIDYASAGAR UNIVERSITY
 MBA (DL) ::THIRD SEMESTER
 Specialisation: Human Resource Management
 Paper Code: HR 303 Subject: Human Resource: Policy and Strategy
 Full Marks: 100

Course Contents

First Half (50 Marks)

1. **Strategic HRM and HR Strategy:** Concept and Definitions – Approaches – Linking Business and HR Strategy – Issues in formulation of HR Strategies – Achieving Strategic Fit – HR Policies: Concept and Importance – Overview of HR Policy Areas – Formulation and Implementation of HR Policies.
2. **Important Areas of HR Strategies and Policies:** Employee Resourcing Strategy – Performance Management Strategy – Training & Development Strategy – Reward Strategy – Employee Relations Strategy – HR Strategies in International Assignment.

Second Half: (50 Marks)

3. **Roles of HR in Facilitating and Managing Change:** HR Strategies vis-à-vis Organisational Development, Change and Managing Culture – Competency-Based HRM – Resource-Based HRM.
4. **Knowledge Management:** Strategic HR Issues – Importance of HR in Merger & Acquisitions – HR Specialists as Strategic Partners – Impact of HR on Business Performance and Competitive Advantage–HR Strategy and Policy vis-à-vis Business Process Outsourcing – Learning Organisation as an objective of HRM policy and strategy .

References:

1. Michael Armstrong, *Strategic Human Resource Management: A Guide to Action*, Kogan Page.
2. Charles R. Greer, *Strategic Human Resource Management: A General Managerial Approach*, Pearson Education.
3. Jeffrey A. Mello, *Strategic Human Resource Management*, Thomson, South Western.

4. Shaun Tyson, *Human Resource Strategy, Towards a General Theory of Human Resource Management*, Pitman Publishing.
5. Peter Boxall and John Purcell, *Strategy and Human Resource Management*, Palgrave, Macmillan.

VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER
Specialisation: Human Resource Management
Paper Code: HR 304 Subject: Human Resource: Planning and Utilisation
Full Marks: 100

Course Contents

First Half (50 Marks)

1. **Human Resource Planning (HRP)**: Concept, Evolution and Importance - Difference between Human Resource Planning and Man Power Planning - Macro and Micro level HRP - Human Resource Planning and Internal and External Labour Market - Contemporary approach to HRP – Relationship between HRP and Strategic Planning – Managerial Issues and Role of HRP Professionals – Productivity and Human Resource Planning – Impact of Technology on HRP.
2. **Human Resource Planning**: Process and Steps - Qualitative and Quantitative Methods of Forecasting Demand and Supply of Human Resources (Numerical examples to be used wherever required) - Employee Turnover analysis - Job Analysis - Job Description - Job Specification - Role Analysis Techniques.

Second Half: (50 Marks)

3. **Action Planning**: Recruitment and Selection - Management Development Programmes - Career Planning and Succession Planning - Succession charts - Transfer, Promotion and Job rotation - Flexibility and Downsizing Plans.
4. **Skills and Multi Skilling**: Training and Appraising Employee Performance, Performance Appraisal Skill Matrix – Competency Mapping - Talent Management - Human Resource Accounting and Audit - Human Resource Information System and Human Resource Planning.

References:

1. D. K. Bhattacharya, *Human Resource Planning*, Excel Books
2. John Bramham, *Human Resource Planning*, University Press

3. Paul Turner, *HR Forecasting and Planning*, Chartered Institute of Personnel and Development, London
4. M.P. Srivastava, *Human Resource Planning*, Institute of Applied Manpower Research, New Delhi
5. Michael Armstrong, *A Handbook of Human Resource Management Practice*, Kogan Page.

VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER
Specialisation: International Business
Paper Code: IB 303
Subject: International Financial Markets
Full Marks: 100

Course Contents

First Half (50 Marks)

1. History of the International Financial System – The Rise and Fall of Bretton Woods.
2. Globalization and the Growth of Derivatives - The crash of 96 and Beyond.
3. Euro-currency Market – Euro Banking and Euro Currency Center – Deposit Dealing and the Term Structure of Euro Currency Rates.
4. Eurocurrency Futures and Options - Syndicated Euro Credits – international Bond Markets Introduction – New Issue Procedures in the Eurobond markets.

Second Half: (50 Marks)

5. Eurobond Valuation and Hedging – Interest Rates and Currency Swaps Pricing Option – Features of International Bonds.
6. Forecasting and the Image of the future Central Banks and the Balance of payments.
7. The European Monetary System and other Regional Artificial Currency Areas – New Instruments in International Capital Markets.
8. International Banking and Country Risk – International Portfolio Diversification – International Transfer Pricing.

References:

1. Bhalla, V. K., *International Financial Management*, New Delhi, Anmol.

2. Bhalla, V. K., *Managing Intentional Investment and Finance*, New Delhi, Anmol.
3. Buckley, Adrian, *Multinational Finance*, Englewood Cliffs, Prentice Hall Inc.
4. Eiteman, David K. and Stonehill, Arthur I., *Multinational Business Finance*, California, Addison Wesley.
5. Johnson and Giaccotto, *Options and Futures*, St. Paul, West.
6. Kim, Suk and Kim Seung, *Global Corporate Finance: Text and Cases*, Miami, Florida.
7. Shapiro, Alan C., *Multinational Financial Management*, New Delhi, Prentice Hall of India.

VIDYASAGAR UNIVERSITY
MBA (DL) :: THIRD SEMESTER
Specialisation: International Business
Paper Code: IB 304
Subject: Foreign Exchange Management
Full Marks: 100

Course Contents

First Half (50 Marks)

1. Definition of Foreign Exchange – Type of Foreign Exchange Markets and Transactions - Quoting Foreign Exchange Rates – Spread – Official and Free market Rates - Cross Rates, Forward Rates – Quoting Forward Rates.
2. Organization of the Foreign Exchange Markets – Currency Futures – Currency Options – Currency Swaps.
3. Corporate Exposure Management – Alternative Definitions of Foreign Exchange Risk Exposure Information System - Alternative Strategies for Exposure Management.
4. Exposure Management Techniques – Organization of Exposure Management Function.

Second Half: (50 Marks)

5. Parameters and constraints on Exposure Management.
6. Theory and Practice of Forecasting Exchange Rates.
7. Economic Fundamentals – Financial and Socio-Economic Factors – Technical Analysis.
8. Tax Treatment of Foreign Exchange Gains and Losses – FEMA.

References:

1. Aliber, A. Z., *Exchange Risk and Corporate International Finance*, Macmillan, London,
2. Bhalla, V. K., *International Financial Management*, Anmol, New Delhi.
3. Luca Cornelius, *Trading in the Global Currency Markets*, NJ Prentice Hall.
4. Shapiro, A. C., *International Financial Management*, Allyn and Bacon, Boston
5. Sutton, W. H., *Trading in Currency Options*, New York Institute of Finance.

VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER
Specialisation: Financial Management
Paper Code: FM 303 Subject: Financial and Investment Analysis
Full Marks: 100

Course Contents**First Half (50 Marks)**

1. **Financial Statement Analysis**: Financial Statements – Types, various modes of presentation – Financial statement analysis with the help of financial ratios – Types of Ratio Analysis (Trend, Proforma, Industry, Inter-firm, etc.) – Other methods of financial statement analysis.
2. **Introduction to Investment and Securities**: Securities – Securities market – Traditional securities (Equity shares, Preference shares, and debentures) – Non-traditional securities (Mutual Fund Scheme, Global Depository Receipt, Warrant, Convertibles, Special Bonds, etc.) – Investment vs. Speculation – Misconceptions about speculation – Trading methods of securities.
3. **'Return' and 'Risk' in Securities Market**: Elements in Return – Yield to Maturity – Components of Systematic and Unsystematic risk – Traditional measures of risk – Markowitz's Mean-Variance rule.

Second Half: (50 Marks)

4. **Valuation of Securities**: Valuation of Bond or Debenture – Valuation of Preference Share – Valuation of Equity share – Investment decision based on valuation.
5. **Fundamental Analysis**: Introduction – Chemistry of Earnings and Fundamental analysis – Economy analysis – Industry analysis – Company analysis.
6. **Technical Analysis**: Introduction – Difference with Fundamental analysis – Dow theory and its basic assumptions – Classical technical tools – Modern technical tools – Miscellaneous tools.
7. **Efficient Market Theory**: Basic concepts – The Random-Walk Theory – Weak Form of EMH – Semi-strong Form of EMH – Strong Form of EMH – Market efficiency and analysis for investment.

References:

1. Khan, M.Y. and Jain, P.K., *Financial Management–Text, Problems and Cases*, 4th Edition, TMH, 2004
2. Raghunathan, V., *Stock Exchanges and Investment*, 1st Edition, TMH, 1995.
3. Pandian, P., *Security Analysis and Portfolio Management*, 1st Edition, Vikas Publishing House, 2005
4. Sinha, G. C., *Financial Statement Analysis*, 1st Edition, N. B. Publications, 2006
5. Lev, B., *Financial Statement Analysis*,
6. Fischer, D.E. and Jordan, R.J., *Security Analysis and Portfolio Management*, Indian Reprint, Prentice Hall of India Pvt. Ltd., 1987

VIDYASAGAR UNIVERSITY
MBA (DL) ::THIRD SEMESTER (Specialisation)
Specialisation: Financial Management
Paper Code: FM 304 Subject: Portfolio Management
Full Marks: 100
Course Contents
First Half (50 Marks)

1. **Introduction**: ‘Portfolio’ and ‘Portfolio Analysis’ – Evolution of ‘Portfolio Management’ – Role of ‘Portfolio Management’.
2. **Portfolio Analysis**: ‘Return’ and ‘risk’ of an individual security – Expected return of a portfolio – Risk of a portfolio – Reduction of portfolio risk through diversification – Portfolios with more than two securities (including calculation of ‘return’ and ‘risk’).
3. **Portfolio Selection**: Feasible set of portfolios – Selection of ‘optimal portfolio’ – Limitations of Markowitz model – Single index model - Multi-index model.

Second Half: (50 Marks)

4. **Capital Asset Pricing Model (CAPM)**: Fundamental notions of Portfolio Theory – Assumption of CAPM – Efficient Frontier with riskless lending and borrowing – The Capital Market Line – The Security Market Line – CAPM.
5. **Portfolio Revision**: Need for revision – Meaning of ‘Portfolio Revision’ – Constraints in ‘Portfolio Revision’ - Portfolio Revision Strategies – Formula Plans.
6. **Institutional and Managed Portfolio**: Meaning and interpretation of ‘Institutional and Managed Portfolio’ – ‘Mutual funds’ as an example of managed portfolio – Mutual fund Organization – Net Assets Value (NAV) and Public Offering Price (POP) – Mutual Fund Schemes in India – Other Institutional portfolios in India.
7. **Performance Evaluation of Managed Portfolios**: Performance evaluation of mutual funds – Dollar-Weighted rate of return – Time-Weighted rate of return – Risk-adjusted returns (Sharpe ratio, Treynor ratio, etc.) – Jensen’s differential return – Problems of evaluation with risk-adjusted measures.

References:

1. Kevin, S., *Portfolio Management*, Prentice Hall of India Pvt. Ltd., 2000
2. Barua, Samir k., Raghunathan, V. and Varma, Jayanth R., *Portfolio Management*, TMH, 1996
3. Fischer, D.E. and Jordan, R.J., *Security Analysis and Portfolio Management*, Indian Reprint, Prentice Hall of India Pvt. Ltd., 1987.
4. Pandian, P., *Security Analysis and Portfolio Management*, First Edition, McGraw Hill International.
5. Farrell, J.L, *Portfolio Management: Theory and Applications*, Second Edition, McGraw Hill International.

4th Semester

Vidyasagar University
MBA Syllabus Structure (Distance Learning)
Papers of 100 marks each / IA: 20 marks & UE 80 marks
Fourth Semester

Six Specialisation Papers (3 Papers each from two Elective Specialisation Groups chosen) and Two Compulsory Papers of 100 Marks each = 800 Marks

401 Six Specialisation Papers –Three Papers each from two Elective Specialisation to Groups chosen in the Third Semester

406CP 407 Project Work (including Viva-Voce) =100 Marks (60 + 40)

CP 408 Grand Viva

Elective Specialisation Groups:

Finance Management

FM 401 Corporate Taxation
 FM 402 Management of Financial Services
 FM 403 International Financial Management

Marketing Management

MM 401 Advertising and Sales Promotion Management
 MM 402 Marketing of Services
 MM 403 Marketing Research and Forecasting Techniques

Human Resource Management

HR 401 Industrial Relations
 HR 402 Industrial Organisation and Labour Welfare Laws
 HR 403 Compensation Management

International Business Management

IB 401 International Marketing

IB 402 International Economic Organisations

IB 403 Export-Import Procedure and Documentation and Logistics

Pharmaceutical Sales & Marketing Management

PS 401

PS 402

PS 403

Pharmaceutical Technology Management

PT 401

PT 402

PT 403

Vidyasagar University

MBA (DL) :: FOURTH SEMESTER

Specialisation: Financial Management

Paper Code: FM 401 Subject: Corporate Taxation

Full Marks: 100

First Half (50 Marks)

Course Contents

1. Corporate Tax Assessment: Basic concepts of Income Tax -Residential Status of a Company
-Computation of income under different Heads of Income – Set off and Carry forward of Losses
-Deductions and Exemptions in Additional Tax on Undistributed Profits – Companies Profit Surtax Act -Computation of Tax Liability.
2. Central Excise Act: Definitions -Excise Duty: Meaning, Types, and Authority to levy Registration of prescribed persons under this Act – CENVAT: Features, Eligibility of CENVAT credit, Inputs eligible for CENVAT, CENVAT credit of Capital goods used in factory, Quantum and mode of availing of CENVAT credit, Time limit for taking credit.
3. Customs Act: Objectives of Customs Duty -Customs Duty Vs. Excise Duty – Definitions Levy of and exemption from Customs Duties -Indicating the amount of duty in the price of goods etc. for purposes of refund -Clearance of imported goods and export goods, goods in transit, warehousing -Duty Drawback -Special provisions: Special Economic Zone (SEZ).
4. Service Tax: Definitions as per sections 65 -Taxable Services -Valuation of Taxable Services
-Persons responsible to pay service tax -Payment of service tax -Interest on delayed payment
-Penalties -Registration requirements and procedure -Submission of return, Penalty for failure to furnish prescribed return.

5. Value Added Tax: Value Added Tax: Features, Advantages and disadvantages – Definitions -Incidence and levy of tax -Computation of Tax liability -Registration of Dealers -Payment of tax and filing of return.

References:

- . Iyengar, A.C. Sampath, The Law of Income Tax, Bharat Law House.
- . Manoharan T.N., Direct Tax Laws, -----
- . Singhanian V.K. & Singhanian K., Direct Taxes Law & Practice, -----
- Ahuja Girish & Gupta Ravi, Professional Approach to Direct Taxes, Bharat Law House.
- . Relevant Income Tax Act.
- . Relevant Income Tax Rules.
- . Ranina, H. P., Corporate Taxation: A Hand book, Oriental Law House.
- . Kanga, J. B. & Palkivala, N. A., Income Tax, Vols. 1-3, N. M. Tripathy.

Vidyasagar University
MBA:: FOURTH SEMESTER
Specialisation: Financial Management
Paper Code: FM 401 Subject: Corporate Taxation
Full Marks: 100

Second Half (50 Marks)
Course Contents

6. Concepts of Tax Planning: Meaning and Scope of Tax Planning -Location of Undertaking – Type of Activity – Ownership Pattern.

7. Important Issues in Tax Planning:

(a) Tax Planning regarding Dividend Policy

– Issue of Bonus Shares – Inter-corporate Dividends and Transfers.

(b) Tax Planning relating to Amalgamation and Merger of Companies.

(c) Tax considerations in respect of specific Managerial Decision like ‘Make or Buy’, ‘Own or Lease’, ‘Close or Continue’, ‘Sale in Domestic Markets or Exports’ ‘Replacements and Capital Budgeting Decisions’, etc.

(d) Tax Planning in respect of Managerial Remuneration – Foreign Collaborations and Joint Ventures.

8. Implications of Avoidance of Double Taxation agreements.

References:

1. Iyengar, A.C. Sampath, The Law of Income Tax, Bharat Law House.
2. Manoharan T.N., Direct Tax Laws, -----
3. Singhanian V.K. & Singhanian K., Direct Taxes Law & Practice, -----
4. Ahuja Girish & Gupta Ravi, Professional Approach to Direct Taxes, Bharat Law House.
5. Relevant Income Tax Act.
6. Relevant Income Tax Rules.
7. Ranina, H. P., Corporate Taxation: A Hand book, Oriental Law House.
8. Kanga, J. B. & Palkivala, N. A., Income Tax, Vols. 1-3, N. M. Tripathy.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Financial Management
Paper Code: FM 402 Subject: International Financial Management
Full Marks: 100

First Half (50 Marks)
Course Contents

1. Introduction: International Financial Management (IFM): Nature and scope – Emergence of the Multinational Corporations (MNCs) -IFM Vs. Domestic Financial Management.
2. Exchange Rate Mechanism: Quotations – Nominal, Real, and Effective Exchange Rates – Exchange Rate determination in Spot market and Forward market – Factors influencing Exchange Rates.
3. International Capital Markets and Derivatives: Foreign Exchange (FE) Market: Features and Participants – Spot Market: Currency Arbitrage and Speculation – Forward Market: Features, Arbitrage, Hedging, Speculation, Swapping – Euro Currency Market: Development, Composition, Loans, Asian Dollar Market – Euro Credit Market – External Bond Market – Market of Euro Equities.
4. Markets for Currency Futures: Currency Futures Vs. Currency Forward Contracts – Hedging – Speculation – Prices.
5. Markets for Currency Options: Currency Options – Features -Terminologies – Gains and Losses – Pricing – Hedging – Speculation.

References:

1. V. Sharan, International Financial Management, PHI
2. Jeff Madura, International Financial Management, South-Western (Asian Books)
3. John Holland, International Financial Management, Blackwell
4. V. K. Bhalla, International Financial Management, Anmol Publications
5. Cheol S. Eun & Bruce G. Resnick, , International Financial Management, TMGH
6. P. K. Jain, Josette Peyraard & Surendra S. Yadav, International Financial Management, Macmillan
7. M. D, Levi, International Finance: The Markets and Financial Management of Multinational Business, McGraw Hill
8. A. C. Shapiro, Multinational Financial Management, PHI
9. Madhu Vij, International Financial Management, Excel.

Vidyasagar University

MBA (DL) :: FOURTH SEMESTER

Specialisation: Financial Management

Paper Code: FM 402 Subject: International Financial Management

Full Marks: 100

Second Half (50 Marks)

Course Contents

6. International Investment Decisions: International Capital Budgeting – Evaluation criteria – Cash Flow -Cost of Capital – Adjusted Present Value Approach – Sensitivity Analysis – Real Options and Project Appraisal – Non-financial factors.
7. International Financing Decisions: International Banking – Process – Intermediary function – Direction and Purposes of Lending – Lending Risk – Credit Creation function – Control of International Banks.
8. International Working Capital Management: Working Capital Policy – Basics of managing Cash and Near-cash Assets: Steps – Management of Receivables – Management of Inventory.
9. Financial Swaps: Financial Swap: Introduction – Interest Rate Swap – Equity Swap – Swap management.

References:

1. V. Sharan, International Financial Management, PHI
2. Jeff Madura, International Financial Management, South-Western (Asian Books)
3. John Holland, International Financial Management, Blackwell
4. V. K. Bhalla, International Financial Management, Anmol Publications
5. Cheol S. Eun & Bruce G. Resnick, , International Financial Management, TMGH
6. P. K. Jain, Josette Peyraard & Surendra S. Yadav, International Financial Management, Macmillan
7. M. D, Levi, International Finance: The Markets and Financial Management of Multinational Business, McGraw Hill
8. A. C. Shapiro, Multinational Financial Management, PHI
9. Madhu Vij, International Financial Management, Excel.

Vidyasagar University

MBA (DL) :: FOURTH SEMESTER

Specialisation: Financial Management

Paper Code: FM 403 Subject: International Financial Management

Full Marks: 100

First Half (50 Marks)

Course Contents

1. Introduction: The structure of financial system – Financial systems and development – Functions of the financial system – Role of financial institutions or intermediaries in the financial system – Types of financial services.
2. Leasing: Leasing – an off-the balance sheet financing source – Economics of leasing – Classification of leasing – Funding aspects of leasing – Tax aspects of various transactions to lease – Financial evaluation of lease – lessor's viewpoint and lessee's viewpoint.
3. Venture Capital: Theoretical framework and features – Stages of financing – Investment nurturing or after-care – Exit – Indian venture capital scenario.

Second Half (50 Marks)

Course Contents

4. Housing Finance: Housing finance system – Housing finance schemes – funding of HFCs – Indian having finance scenarios.
5. Merchant Banking: Institutional framework – SEBI – Meehan banking activities – Role of such activities in primary market management.

6. Factoring: Mechanism – Functions of a factor – Types of factoring – Factoring Vis-à-vis Bill discounting vis-à-vis forfeiting – Factoring in India.

7. Credit Rating: Importance – Credit rating agencies – Rating methodology and process – Rating symbols.

References:

1. Khan, M.Y., Financial Services, Second Edition, TMH.
2. Tripathy, N.P., Financial Institution and Services, First Edition, 2004, PHI.
3. Bhalla, V.K., Management of Financial Services, Second Edition, Anmal Publications, 2005.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Marketing Management
Paper Code: MM 401 Subject: Advertising and Sales Promotion Management
Full Marks: 100

Course Contents
First Half (50 Marks)

1. Introduction to Marketing Communications: Concept of integrated marketing communication (IMC) -its components; Consumer Behaviour; Corporate image, Branding, Packaging, Brand Equity, Brand Extensions, Co-branding, Private Brands, Positioning; Business to Business buyer behaviour; Promotions Opportunity Analysis, establishing communication Budget – assumptions and types of market segmentations – both consumer and business to business.

2. Advertising Management: Role of advertising in IMC, Selecting and Advertising Agency, Advertising Executive and his role, the role of creative Advertising Design; theoretical frameworks, advertising media selection, media strategy, media planning, media selection, media -mix.

Second Half (50 Marks)

3. Nature, Objectives and Types of Trade Sales Promotion, Consumer Promotions: Objectives, types, Sales Promotion schemes for sales personnel.

4. Public Relations: Public Relation departments, types of stake holders, PR Events, PR Tools, Crisis Management, Internet Marketing, Direct Marketing, Sales Promotion for small Business.

5. Evaluation of Integrated Marketing Programs: Message evaluation, recognition tests, evaluation criteria, behavioral evaluation and evaluation of Public Relation Activities.

References:

1. Baack, Donald and Clow, Kenneth E., Integrated Advertising, Promotion and Marketing Communications, Second Edition, Prentice Hall of India, New Delhi
2. Belch George, E. and Belch Michael, A., Advertising and Promotion of an Integrated Marketing communication Perspective, Tata McGraw Hills, New Delhi
3. Kazmi H.H.S and Batra K.S., Advertising and Sales Promotion, Excel Books, New Delhi.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Marketing Management
Paper Code: MM 402 Subject: Marketing of Services
Full Marks: 100

Course Contents
First Half (50 Marks)

1. Nature and definition of services -Goods and Service Continuum -Contribution of service to economy -Differences between Goods and Services -Characteristics of Service Classifying Services -Concepts of Service theatre, moments of truth and servuction model Strategic aspects of services marketing -Service marketing environment in India -Emerge of Automation and new technologies in services.
2. Service Product -Service life cycle -Service design -Service quality, Servqual, Service guarantee -Measuring Customer Satisfaction -Perceptions and Reality – Delight -The expectation hierarchy – Disconfirmation -Service Location -Role of Internet in service Channel management issues -Pricing a Service Product -Demand Variations -Capacity Constraints -Psychological Pricing -Pricing Objectives and approaches -Pricing Strategies Promotion Objectives and Promotion Plan for Services.

Second Half (50 Marks)

3. People: Key to a service business -Role of Service employee in service delivery -Recruiting employees -HR functions in services -Physical evidence of service: Service scope, Nature of physical evidence in services, guidelines for developing physical evidence strategy Process of Services -Concept of Service blueprint -Customer complaint management Service recovery -Order taking and order fulfillment.
4. Integrated Service Strategy -Growth strategy for service business – Customer-Employee relationship -Relationship marketing -Customer Relationship Management -Traditional Marketing Vs. Relationship Marketing -Customer Retention -Successful approaches to

CRM, Services Marketing in India -Marketing of Financial Services -Transportation Services, IT-enabled Services -Insurance Services -Tourism Services.

References:

1. Rajendra N Orgundkar, Services Marketing, Tata McGraw Hill
2. K. Rama Mohan Rao, Services Marketing, Pearson Education
3. Govind Apte, Services Marketing, Oxford
4. Ronald Rust, A. J. Zahorik, T. L. Keiningh, Service Marketing, Harper Collins
5. V.A. Zeitham & M. J.Bitner, Services Marketing, Tata McGraw Hill
6. R. Srinivasan, Services Marketing, PHI.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Marketing Management
Paper Code: MM 403 Subject: Marketing Research and Forecasting Techniques
Full Marks: 100

First Half (50 Marks)
Course Contents

1. Introduction, Nature and Scope of Marketing Research: Marketing Research: Definition, Meaning, and Applications -Research Process: Research proposal – Types of research methods – Data collection stage – Survey methods – Data analysis and interpretation – Significance of report writing and steps involved – Layout of research report -Types of Research Design: Exploratory research – Descriptive research – Experimental research.
2. Sampling Design and Procedure: Types of sampling – Sampling process – Sampling Distributions – Sampling theory – Estimation – Estimating the population mean.
3. Scaling Concepts: Different types of scaling – Variability Method – Likert's Scale – Thurstan's scale and other multidimensional scales.
4. Attitude Measurement: Attitudes as evaluations – Methods of measuring attitudes – Scales of measuring attitudes.

References:

1. Parsuraman, Marketing Research, Dreamtech
2. Kothari, C.R., Research Methodology, Wishwa Prakashan
3. Boyd, Westfall Marketing Research, AITBS
4. Zikmund, Business Research Methods, Dryden Press
5. Green, Tull, Research For Marketing Decisions, PHI
6. Das, N. G., Statistical Methods, M. Das & Co.
7. Mentzer & Moon, Sales Forecasting Management, Response Books.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Marketing Management
Paper Code: MM 403 Subject: Marketing Research and Forecasting Techniques
Full Marks: 100

Second Half (50 Marks)
Course Contents

5. Market Assessment: Tools used – Cluster Analysis – Factor analysis – Discriminant Analysis – Conjoint Analysis.
6. Data Analysis I: Measures of Dispersion – Multiple Correlation and Regression – Univariate analysis – Multivariate analysis.
7. Data Analysis II: Hypothesis testing – Measuring the power of hypothesis test – Tests of Hypothesis – Chi Square Test – Analysis of Variance and Covariance.
8. Forecasting Techniques: Nature and need of Forecasting – Sales Forecasting Techniques: Time Series analysis – Regression analysis – Delphi technique – Survey of Expert Opinion method – Market Share methods – Moving Average method – Exponential Smoothing methods, etc., -Sales Analysis Bases: Territory, Product, Customer, Size of Order – Distribution Cost analysis – Marketing Decision Support System.

References:

1. Parsuraman, Marketing Research, Dreamtech
2. Kothari, C.R., Research Methodology, Wishwa Prakashan
3. Boyd, Westfall Marketing Research, AITBS
4. Zikmund, Business Research Methods, Dryden Press
5. Green, Tull, Research For Marketing Decisions, PHI
6. Das, N. G., Statistical Methods, M. Das & Co.
7. Mentzer & Moon, Sales Forecasting Management, Response Books

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Human Resource Management
Paper Code: HR 401 Subject: Industrial Relations
Full Marks: 100
Course Contents

First Half (50 Marks)

1. Industrial relations Perspectives – Industrial Relations and the emerging socio-economic scenario – IR and the State – Legal framework of IR.
2. Trade Unions and Movements: Past history and future prospects: with respect to the laws relevant to it: ID Act, TU Act, I. Employment (SO) Act – Trade Union and the Management – Discipline and Grievance management – Negotiation and collective settlements.
3. Participative Management and Co-ownership – Productive Bargaining and Gain Sharing – Employee empowerment and Quality management – IR and Technological change.

References:

1. Kochan, T. A. & Katz Henry, Collective Bargaining and Industrial Relations, Hornewood, Illinois.
2. Papla, T. S. & Rodgers, G., Labour Institutions and Economic Development in India, Geneva, ILO.
3. Ramaswamy, E. A., The Rayon Spinners – the Strategic Management of Industrial Relations, OUP, New Delhi
4. Srivastava, S. C., Industrial relations and Labour Laws, Vikas Publications.
5. Sinha, R. P. N., Industrial Relations, Trade Union & Labour Laws, Pearson edition.
6. Ghosh, P. K., Industrial Psychology, Himalaya publishing House.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Human Resource Management
Paper Code: HR 401 Subject: Industrial Relations
Full Marks: 100
Course Contents

Second Half: (50 Marks)

4. Industrial Relations: Factors, Models & Approaches; Factors influencing industrial relations – Different Models – Approaches.
5. Indian Industrial Relations System: Pre-requisites for healthy industrial relations – Importance of harmonious industrial relations – Peculiar characteristics of Indian industrial relations system – Necessity of industrial peace – ways and means of achieving industrial peace.
6. Discipline Management: Meaning; concept of Discipline – Types and importance of Positive Discipline – principles of Natural Justice – Misconduct – Show Cause, charge sheet Domestic Enquiry – Punishment Appeal.
7. IR Practical in Indian industries -Role of IR Specialists before and after Strike, Shears – Impact of LPG on maintenance of IR in India.
8. Discussion / Presentation on Case issues, instructive exercises on real life situations.

References:

1. Manoria, Mamoria & Gankar, Dynamics of Industrial Relations
2. K.N. Subramaniam, Labour Management Relations in India, Asia Publishing.
3. A.K.Ghosh, Human Resource Management (With cases) Manas Publication, New Delhi.
4. P.C. Tripathy, Personal Management and industrial Relations, Sultan Chand & Sons, New Delhi.
5. K.Hawkins, The Management of Industrial Relations, Harmondsworth, Penguin.
6. C.A.Myres and Kanapper, Industrial Relations in India.
7. S.C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. New Delhi
8. S.K.Datta, Guide to Disciplinary Action, Tata McGraw Hill.
9. B.D.Singh, Industrial Relations Emerging Paradigms; Excel Books.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Human Resource Management
Paper Code: HR 402 Subject: Industrial Organisation and Labour Welfare Laws
Full Marks: 100

Course Contents

The following laws are suggested for the paper; the discussion should, however, be confined to the objectives, purposes and basic features of those Acts.

First Half (50 Marks)

1. Economic and Business Laws: i) The Companies Act, 1956 [including the Companies (Amendment) Act, 2002], ii) The Competition Act, 2002, iii) The Foreign Exchange Management Act, 1999, iv) The Information Technology Act, 2002, v) The Securities and Exchange Board of India Act, 1992 [including the SEBI (Amendment) Act, 2002].
2. Laws relating to Intellectual Property Rights: i).The Patents Act, 1970 (including subsequent Amendments), ii) The Trade Marks Act, 1999.
3. The Environmental Protection Law: The Environment (Protection) Act, 1986.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Human Resource Management
Paper Code: HR 402 Subject: Industrial Organisation and Labour Welfare Laws
Full Marks: 100

Course Contents

The following laws are suggested for the paper; the discussion should, however, be confined to the objectives, purposes and basic features of those Acts

Second Half: (50 Marks)

4. Social Security Measures of Labour: i) The Workmen's Compensation Act, 1923, ii) The State Insurance Act, 1948, iii) The Employees Provident Funds and Miscellaneous Provisions Act, 1952.
5. Welfare Amenities: i) The Factories Act, 1948, ii) The Mines Act, 1952.
6. Labour Abuse Prevention: i) The Contract Labour (Regulation and Abolition) Act, 1970, ii) The Child Labour (Prohibition and Regulation) Act, 1986.

References:

1. K. K. Saha Roy, Industrial and Labour Laws of India, Prentice Hall.
2. N. D. Kapoor, Handbook of Industrial Laws, Sultan Chand and Sons.
3. P. Sarvanavel and S. Sumati, Legal System in Business.
4. P. L. Malik, Handbook of Labour and Industrial Laws, Eastern Law Books.
5. S. N. Misra, An Introduction to industrial and Labour Laws, Allahabad Law Agency.
6. Sanjeev Kumar, Economic Laws & Practice, Vrinda Publication (S) Ltd.
7. Biswajit Mukherjee & Nandini Chakravorty, Law and Environment, Sikha Books Co.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Human Resource Management
Paper Code: HR 403 Subject: Compensation Management
Full Marks: 100

First Half (50 Marks)
Course Contents

1. Objectives and Important Issues in Compensation Management–Concept of Wage and Salary- Theories of Wage and Salary – Concept of Minimum Wages, Fair Wages, Living Wages, Needbased Wages, Dearness Allowance –Critical elements of Employee Reward–Process of Wage and Salary Determination–Wage and Salary Structure: Essentials of a sound wage and salary structure.
2. Machineries for Wages and Salary Fixation–Wage Boards- Pay Commission - Adjudication -Techniques for Fixation of Wage and Salary Levels - Job Evaluation: Issues and Techniques–Market rate analysis

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: Human Resource Management
Paper Code: HR 403 Subject: Compensation Management

Second Half (50 Marks)
Course Contents

3. Employee Benefits: Components and Trends in India – Bonus – Incentive Systems of Payment: Principles and Types – Characteristics and Constituents of a good Incentive scheme – Employee Stock Option Plan(ESOP) -Rewarding Performance: Issues and Challenges – Evaluating the reward system - Executive Compensation: Issues and Strategies.
4. Wage Legislations: The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948 - The Payment Bonus Act, 1965 - The Equal Remuneration Act, 1976 - Computation of Taxable Income under Income Tax Act

References:

1. Michael Armstrong: Employee Rewards, Kogan Page.
2. Armstrong and Murlis: Reward Management: A Handbook of Salary Administration, Kogan Page.
3. R. Henderson: Compensation Management: Rewarding Performance, Prentice Hall Inc.
4. A. M. Sarma, Understanding Wage System, Himalaya Publishing House
5. T. N. Chhabra and Savita Rastogi: Compensation Management, Sun India Publications

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: International Business Management
Paper Code: IB 401 Subject: International Marketing

Full Marks: 100
First Half (50 Marks)
 Course Contents

1. Introduction to International Marketing: Definition -Nature and Scope Background and Setting – Concept -Basis of international trade -Differences between domestic, international, multinational, global and transnational marketing -EPRG framework.
2. The Environment for International Market: Economic environment Socio-cultural environment -Political environment -Legal environment Technological environment.
3. Market Segmentation and Entry Strategies: Market Entry Strategies -Market Segmentation and Selection -Market Coverage Strategies.
4. Product Strategies: International Product Planning -Product Design Strategies – Standardization v/s Customization (Adaptation) -Adoption and Diffusion of new products Branding Strategies -International Product Life Cycle.
5. Pricing Strategies: Methods of Pricing -Factors affecting International Pricing -Transfer Pricing – Dumping -Price Escalation -Balance of Trade -Balance of Payments.
6. Distribution Strategies: Direct and Indirect Channels of Distribution -Factors affecting Channel Decisions -International Channel Members: their Roles and Functions.
7. Promotion Strategies: Promoting Product/ Service in International Market -Advertising Decisions – Standardization v/s Localization -Media Decisions.

References:

1. Jain, International Marketing Management, CBS Publishers and Distributors
2. Joshi, International Marketing, Oxford
3. Keegan, Global Marketing Management, Prentice Hall of India
4. Cherunilam, International Marketing, Himalaya Publishing House
5. Vasudeva, International Marketing, Excel Books
6. Terpstra & Sarathy, International Marketing, Harcourt Asia Pvt. Ltd.
7. Agrawal, Indian Foreign Trade, Excel Books
8. Kapoor, Export Management, Vikas Publishing House Pvt. Ltd.
9. Khurana, Export Management, Galgotia Publishing Company
10. Sodersten & Reed, International Economics, McMillan Press Ltd.
11. Krugman & Obstfeld, International Economics, Pearson
12. Doole & Lowe, International Marketing Strategy, Thomson Learning
13. Cateora & Graham, International Marketing, Tata McGraw Hill.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: International Business Management
Paper Code: IB 401 Subject: International Marketing

Second Half (50 Marks)
Course Contents

8. International Business: Introduction to MNC: Definition and Features – MNCs: Historical Perspective – Genesis -Emerging features -Network of MNC Operations -Organizational Structure -Why the MNCs go abroad? -Theory of Capital Transfer -Features of MNCs in the Era of Globalization of Capital -Structural Adjustment Programme in Post Bretton Woods Regime -Foreign Direct Investment in the era of Liberalization.
9. Trade Theories: Rationale of International Trade -Autarky & Trade -Adam Smith's Theory of Absolute Advantage -Theory of Economic Development -Rastow's Economic Growth Theory -David Ricardo's Theory of Comparative Advantage -Theory of Competitive Advantage -Theory of International Product Life Cycle -Production Sharing Theory - Hecksher-Ohlin Formulations.
10. International Trade -Benefits and Barriers: Gains from Trade -Free Trade Vs. Restricted Trade -Forms of Protection -Kinds of Tariff and their Effects -Arrangements for Tariff-Quotas -Dumping and State Trading -Exchange Control -Regional Trade Blocks.
11. Globalization: GATT – WTO -Overview of EXIM Policy -World Bank and IMF.
12. Basic understanding of export documentation and procedures: Necessary export documents – Procedures.

References:

1. Jain, International Marketing Management, CBS Publishers and Distributors
2. Joshi, International Marketing, Oxford
3. Keegan, Global Marketing Management, Prentice Hall of India
4. Cherunilam, International Marketing, Himalaya Publishing House
5. Vasudeva, International Marketing, Excel Books
6. Terpstra & Sarathy, International Marketing, Harcourt Asia Pvt. Ltd.
7. Agrawal, Indian Foreign Trade, Excel Books
8. Kapoor, Export Management, Vikas Publishing House Pvt. Ltd.
9. Khurana, Export Management, Galgotia Publishing Company
10. Sodersten & Reed, International Economics, McMillan Press Ltd.
11. Krugman & Obstfeld, International Economics, Pearson
12. Doole & Lowe, International Marketing Strategy, Thomson Learning
13. Cateora & Graham, International Marketing, Tata McGraw Hill.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: International Business Management
Paper Code: IB 402 Subject: International Economic Organisations

Full Marks: 100
First Half (50 Marks)
Course Contents

1. Regimes – International Economic Organisation and Development Diplomacy.
2. Regimes and Regimes theory.
3. International Organizations as International Institutions -International Monetary Fund (IMF) – World Bank Group.
4. International Bank for Reconstruction and Development (IBRD) – International Development Agency (IDA).

Second Half (50 Marks)
Course Contents

5. International Finance Corporation (IFC) – Multilateral Investment Guarantee Agency (MIGA).
6. General Agreement on Trade and Tariff (GATT) – World Trade Organization (WTO) – United Nations Conference on Trade and Development (UNCTAD).
7. International Labour Organisation (ILO).

References:

1. Bhalla, V. K., International Monetary Cooperation, Delhi, Anmol.
2. Hunt, Diana, Economic Theories of Development: An Analysis of Competing Paradigms, Hemet Hempstead, Harvester Wheatsheaf.
3. Keohane, Robert O., International Institution and State Power: Essays in International Relations Theory, Boulder Westview.
4. Krasner, Stephen D., Structural Conflict: The Third World Against Global Liberalism, Berkley, University of California Press.
5. Simai, Mihaly, The Future of Global Governance, Washington D. C United States Institute of Peace Process.
6. Sidell, Scott, The IMF and Third World Political Instability, London , Macmillan.

Vidyasagar University
MBA (DL) :: FOURTH SEMESTER
Specialisation: International Business Management
Paper Code: IB 403 Subject: Export-Import Procedure and Documentation and Logistics

Full Marks: 100
First Half (50 Marks)
Course Contents

1. Documentation Framework – Exim Documentation -International Business Contracts Types – Formation – Elements -Legal Dimensions – Dispute Settlement.
2. Instruments and Methods of Financing Exports including Credit and Collections Uniform Custom and Practices.
3. Business Risk Coverage – Cargo-Credit and Foreign Exchange-Risk Coverage – Cargo Insurance – Foreign Exchange Regulations and Formalities.
4. Quality Control and Pre-shipment – Inspection Concept Scheme and Procedures.

Second Half (50 Marks)
Course Contents

5. Role of Clearing and Forward Agents – Excise Clearance of Cargo – Shipment of Export Cargo – Custom Clearance of Export Cargo – Custom Clearance of Import Cargo – Negotiations of Documents with Banks.
6. Procedures and Documentation for Availing Export Incentives – Duty Drawbacks– Import Licensing and other incentives processing and Export Order.
7. World shipping – Structure – Liners -Tramps-conference system – Freight and Structure -Containerisation and other Developments – International Agreement and Conferences on Sea Transport.
8. Indian Shipping – Trends – Structure – Concepts of Dry Port – Containerization Machinery for consultation – Air Transport -International set up – Freight Rate Structure.

References:

1. Bhalla, V. K. and S. Ramu, International Business Environment and Management, 5th ed., Delhi, Anmol, 2001.
2. Desai, H. B., Indian Shipping Perspectives, Delhi, Anupam Publications, 1988.
3. Government of India Handbook of Import – Export Procedures.
4. Paras Ram, Export : What, Where and How, Delhi, Anupam Pub., 1995.