

**MBA
(Management Studies)**

(Semester – I)

MBA 1101

Management Process and Organisation Theory(MPOT)



The University of Burdwan

Centre for Distance and Online Education

Golapbag, Burdwan, 713104

West Bengal

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Unit I :

Understanding an Organization

Understanding an Organization – Organizational Adaptation, Survival and Growth – Nature, Purpose and Importance of Management in Organizations – The Management Process – Kinds of Managers – Basic Managerial Skills and Roles, Changing Nature of Managerial Work – Management : Science or Art – Management as a Profession.

Unit II :

Evolution of Management Thought

Classical Management Approaches - Behavioural Management Approaches - Quantitative Management Approaches – Modern Management Approaches – Contemporary Management Issues and Challenges – Global Dimensions of Management.

Unit III :

Planning

Planning : Concept- Importance – types or Elements of Plan – Levels of Planning – Steps in Planning – Benefits and Limitations of Planning – Making Planning Effective.

Unit IV :

Decision Making

Management by Objective – Decision Making – Types of Decisions – Nature of Decision making – Rational Perspectives and Behaviours – Aspects of decision making

Unit V

Organising

Organising – Concept – Nature – Importance and Process of Organising- Organisation Structure and Design- Departmentation – Span of Management – Concepts of Authority, Responsibility, and Accountability

Unit VI

Delegation

Delegation of Authority – Steps – Centralisation and Decentralisation of Authority – Factors determining the degree of Decentralisation of Authority, Concept of Line , Staff and Functional Authority – Conflict between Line and Staff – Overcoming the Line and Staff Conflict

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Unit VII

Controlling

Controlling : Concept – Nature – Importance of Controlling – Critical Control Points and Standards – Types of Controls.

Unit VIII

Effective Control

Requirements of an Effective Control System – Behavioural Implications of Control- Some Techniques of Managerial Control

Unit IX

Organization Theory

Organization Theory: Organizations as systems – Strategic Systems Approach – Brief History of OT – Contemporary Perspective – Organization Goals and Effectiveness

Unit X

Structure and Design

Organization Structure and Design – Nature of structure and Design- Differentiation and Integration – Patterns of Strategic Organizational design – Evolving Designs

Unit XI

Organizational Culture

Organizational size and life cycle – Organizational Decline and Downsizing – organizational Size and Control strategies

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MBA
(Management Studies)
(Semester – I)

MBA 1102

Managerial Economics (ME)



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MBA - 1102

Unit 01

Choice as an Economic Problem- Understanding the Economics of Business- Concepts of Economic activities-Decision-making under different conditions- Decision-making under risk-Decision-making under uncertainty-

Unit 02

Understanding the Concept of Demand- Basic framework of Demand and Supply- Demand Elasticities-Cardinal Utility Theory, Indifference Curve Theory- The Consumer's Surplus-Supply, Demand and Price.

Unit 03

Managerial Challenge-Some applications-Derivation of Market Demand-Determinants of Demand-Overview of Demand Forecasting.

Unit-04

Production and Firm-Production Function and its importance in Managerial Decision-making-Factor Productivities-Laws of Production-Choice of Best Combination of Inputs-Derivation of Cost functions from production functions

Unit 05

The Production function of a Multiproduct firm-The case of multiple inputs- Importance of Cost in Managerial-decisions-Different cost concepts and classifications- Short run and long-run cost- Different cost relationships

Unit 06

Learning Curve-Economies of Scale and Scope- Different methods of estimating cost functions.

Unit-07

Industry and Markets- Structure-Conduct-Performance Hypothesis- Competition and Competitiveness-Equilibrium of the firm- Perfect Competition: Characteristics, Short-run and long run equilibrium-Monopoly: Equilibrium of a monopoly firm, Monopoly power,

Unit 08

Price discrimination- The Implications of Perfect Competition and Monopoly for Managerial DecisionMaking- Monopolistic competition: Assumptions, Selling costs, Advertisement cost and non-price competition- Equilibrium of the firm- Oligopoly: Characteristics and Models-Pricing in an Oligopolistic Market.

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Unit-9

Overview of special pricing practices like Cartel, Price Leadership, Nonmarginal pricing, multi-product pricing, etc.—Economic Goals of the firm other than profit .

Unit – 10

Managerial Theories of Firm: Baumol’s Sales Maximisation Model, Marris’s Model of Managerial Enterprise, Williamson’s Model of Managerial Discretion—Behavioural Model of Cyert and March—

Unit -11

Transactions Cost Theory: Characteristics of a Transaction, Transaction Cost and Transaction cost minimization—Information Economics: Hidden Information, Hidden Action and Asymmetric Information—Agency Theory: Analytic Models and Solutions to Agency Problem—Economic aspects of Negotiation.

Unit -12

Understanding Macroeconomics and its relationship vis-à-vis business perspective—Concept of Aggregation and Measurements of important macroeconomic variables –Relationship among macroeconomic variables— Understanding Inflation and costs of Inflation—Overview of the dynamics of inflation—Inflation containment moves

Unit -13

Business Cycle: Concept, phases and characteristics of each phase and relationship vis-à-vis business decisions— Inflation and Business Cycle—Fiscal and Monetary Polic

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**MBA
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(Semester – I)**

MBA 1203

Organisational Behaviour (OB)



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MBA - 1203

Unit I :

Human Behaviour

Defining Human Behaviour – Nature & Process of Human Behaviour – Need to study human behaviour from organizational perspective.

Unit II :

Organizational Behaviour

Concept of Organizational Behaviour – Foundational perspective – Models of Organizational Behaviour – Challenges and opportunities.

Unit III :

Emotions

Concept and Functions – Emotional Labour – Emotional Intelligence .

Unit IV :

Perception

Meaning and Concept – Process of Perception – Role of Perception in making judgements about others – Perception in Management – Perceptual Organization – Information Processing and individual Decision making.

Unit V

Personality

Concept and Determinants – Personality Frameworks – the Meyers – Briggs Type Indicator – The Big Five Personality Model – Type A and Type B Personality – other Personality Attributes – Personality Traits of Managers .

Unit VI

Learning

Learning Principles- Theories of Learning – Intelligence and Psychological Testing.

Unit VII

Attitude

Behaviour and Attitude – Components of Attitude – Major Job – Related Attitudes in Organizations.

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Job Satisfaction

Concept – Causes and Measurement – Impacts at Workplace.

Unit IX

Motivation

Conceptual Overview- Morale and Motivation – The Process of Motivation – Types of Motivation : Intrinsic and Extrinsic – Content and Process Theory of Motivation

Unit X

Motivation at Workplace

Job characteristic model & MPS – Motivation vis – a – vis Redesigning of the job – Socio-technical design and Alternative work arrangements – Implications for Managers.

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**MBA
(Management Studies)**

(Semester – I)

MBA 1405

Fundamentals of Marketing Management(FMM)



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MBA-1405 : Fundamentals of Marketing Management (FMM)

Unit-I:

Understanding Marketing and Marketing Process: Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process.

Unit - 2 :

Organizing and Implementing Marketing in the Organization. Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing.

Unit - 3 :

Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour,

Unit - 4 :

Business Markets and Buyer Behaviour, Market Segmentation – Targeting and Positioning for competitive Advantage.

Unit - 5 :

Developing the Marketing Mix: Managing the Product / Service, Product Decisions-Product Line, Product Mix,

Unit - 6 :

Product Life Cycle, New Product Development, Branding and Packaging Decisions.

Unit - 7 :

Pricing Products – Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management-Channel Selection,

Unit - 8 :

Cooperation and conflict Management, Vertical Marketing System, Promotion Decision- Promotion Mix : Advertising, Sales Promotion, Personal Selling, and Publicity.

Unit - 9 :

Services Marketing Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services, 3 Additional P's of Services Marketing Mix: Process, Physical Evidence and People,

Unit - 10 :

Service Quality and Service Gap Analysis Model, Social Responsibility and marketing Ethics, Consumerism and Legal Issues, Role of marketing in voluntary and social sectors.

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MBA

**MBA
(Management Studies)**

(Semester – I)

MBA 1504

Accounting For Managers (AFM)



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MBA – 1504 : Accounting for Managers

A. Financial Accounting

Unit-1

Meaning and Scope of accounting; Branches of accounting; Objectives of accounting; Accounting information – Users, Characteristics.

Unit - 2

Basic terminologies – Events, Transactions, Account, Revenue, Income, Expenditure, Expense, Gain, Loss, Reserve, Provision, Debit, Credit.

Unit – 3

Bases of accounting; Rules of Debit and Credit – Accounting Equation and Golden Rule;

Unit – 04

Accounting principles – Concepts and Conventions; Accounting Standards (IFRS and Ind AS) – Basic concepts.

Unit - 05

Transaction processing – Accounting cycle; Books of accounts; Assets, Liabilities & Equity – Concept, Classification;

Unit – 06

Depreciation – Concept, Causes, Methods of calculating depreciation, Methods of accounting; Inventory – Concept, Classification, Methods of inventory valuation;

Unit – 07

Reserves & Provisions – Concept, Classification; Issue, Redemption, Buyback of securities;

Unit – 08

Financial Statements – Concept, Purpose, Preparation; Standalone & Consolidated Financial statements.

B. Cost & Management Accounting

Unit - 09

Meaning of Cost; Cost Centre; Cost Unit; Cost classification; Important costing terminologies.

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Unit - 10


Methods of Costing; Accounting for Overheads – Traditional and Modern (ABC) Approaches.


Unit - 11


Management Accounting: Techniques of costing; Marginal costing;

Unit - 12

Budget & Budgetary control; Standard costing; Strategic cost management techniques.


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MBA
(Management Studies)
(Semester – I)

MBA - 1606

Fundamentals of Human Resource Management
(FHRM)



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MBA-1606: Fundamentals of Human Resource Management (FHRM)

- Unit 1: Introduction to HRM: Concept, Importance, History of HRM—Trends Shaping HRM, Important Trends in HRM—Theories of HRM - Models of HRM - Hard and Soft HRM—Functions of HRM
- Unit 2 : Significance and Importance of HRM— HR Manager's Role, Skills, and challenges - HR Policies, HRIS, IHRM, HCM, Knowledge Management, CSR, IHRM Toolkits—Use of Artificial Intelligence in HR functions.
- Unit 3 : Procurement: Human Resource Planning— Objectives, Process, Job Analysis— Methods, Recruitment—Goals, Sources, Steps.
- Unit 4 : Selection—Process— Employment Tests— Interviews, Placement, Induction -Digital onboarding and Induction.
- Unit 5 : Development: Performance Appraisal - Objectives, Techniques, Employee Training—Methods, Identify Training Needs, Employee Development— Methods.
- Unit 6 : Evaluating Training Programmes — Career Planning - Succession Planning — Talent Management—Contemporary issues in Employee Engagement.
- Unit 7 : Compensation: Wage and Salary Administration— Factors Influencing Wage and Salary Structure and Administration, Job Evaluation—Concept, Methods.
- Unit 8 : Job Evaluation and the Pay Structure— Incentives and Fringe Benefits, HR budgeting: Concept, elements and process.
- Unit 9 : Integration — Industrial Relations, Industrial Disputes, Collective Bargaining, Workers Participation in Management.
- Unit 10 : Maintenance - Grievance , Trade Union, Maintenance— Labour Welfare, Social Security, Quality of Work Life.

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**MBA
(Management Studies)**

(Semester – I)

MBA 1707

**Fundamentals of Production & Operation Management
(FPOM)**



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MBA-1707: Fundamentals of Production and Operations Management (FPOM)

Unit-1:

Nature and Scope of Production and Operations Management; Types of Manufacturing systems; Operation Decisions.

Unit - 2 :

Mass Production, Batch / Job Order Manufacturing. Facility Location problem. Layout Planning Analysis

Unit - 3 :

Capacity Planning – Models; Process Planning;

Unit - 4 :

Aggregate Planning, Scheduling.

Unit - 05

Work Study; Method Study; Work Management; Work Sampling; Work Environment.

Unit-06

Material Management- An overview of Material Management; Material Planning; and Inventory Control; JIT;

Unit - 07 :

Materials Planning Budgeting; Material Handling; Master Production Scheduling; Material Requirement Planning.

Unit - 08

Quality Assurance- Acceptance Sampling; Statistical Process Control;

Unit - 09 :

Total Quality Management; Maintenance Management.

Unit - 10

Smart Manufacturing – Basic Concept; Components; Other Production Management Methods – Cellular Manufacturing; Agent-Based Manufacturing

Unit - 11

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Holonic Manufacturing; Lean Manufacturing; Agile Manufacturing; E-Manufacturing;
Virtual Manufacturing

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MBA
(Management Studies)
(Semester – I)

MBAE- 1311
Corporate Governance (CG)



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MBAE-1311: Corporate Governance (CG)

Unit-1:

Understanding a Corporation and its facets- Corporation as a Complex Adaptive System- Governance types- Governance and Management-

Unit 2 :

Governance theories-Separation of Ownership and Control-Instances of good and bad governance practices.

Unit-3:

Directors vis-à-vis monitoring a corporation- Directors in historical perspective- Types of Directors-

Unit 4 :

Board Duties: The Legal Framework-Board: Structure, Size-Director Effectiveness-Board Committee Types.

Unit 5:

Management-Performance Relationship-Issues relating to Executive compensation-Stock Options- Recent Shareholder Concerns

Unit 6 :

Best Governance practices-Corporate Fraud: significant cases.

Unit-7:

Important Corporate Governance codes and Principles in India-

Unit 8 :

International Corporate Governance: Corporate governance practices in USA, UK and other countries.

Unit-9 :

HR perspective of Corporate Governance: Personal and Interpersonal governance-Integration of Employees, Employees: Compensation and Ownership

Unit 10 :

Owners and directors-Future directions of Corporate Governance.

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MBA
(Management Studies)
Semester - II
MBA - 2101
RESEARCH METHODOLOGY(RM)



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MBA-2101: Research Methodology (RM)

Unit-1:

Introduction to Organizational Research Methods, Concepts and Characteristics of Qualitative Research

Unit - 2 :

Differences between qualitative and quantitative Research Methods, Advantages and limitations of Research Methods.

Unit-3:

Qualitative Research approaches, case Study, Ethnography, Phenomenology, Grounded Theory, field Research.

Unit-4 :

Types of Collecting Qualitative Data, Literature Search, The Pilot Study, Projective Techniques,

Unit - 5 :

Interview Techniques, survey Techniques, Observation, Focus group, Panel study,

Unit - 6 :

Measuring validity through triangulation, Ethical Issues in research.

Unit-7 :

Research Design: Features of a good research design, Exploratory Research Design, Descriptive Research Designs,

Unit - 8 :

Experimental Designs: Concepts and Types, Extraneous variables confounding Experimental Designs.

Unit - 9 :

Data Collection, Measurement and Scaling Techniques: Questionnaire construction, designing a questionnaire, Measurement Scales,

Unit - 10 :

Scaling Techniques for measurement of attitudes, Reliability and Validity of measurement scales, Limitations of Attitude Measurement.

Unit - 11 :

Sampling Theory, Data Analysis and Statistical Techniques: Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample, Probability and Non-Probability Sampling,


Unit - 12 :


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Statistical tools for Data Analysis, Hypothesis Testing, Analysis of Variance, Multivariate Analysis, Non-Parametric Tests, Report writing.


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**MBA
(Management Studies)
Semester - II
MBA - 2102**

**BUSINESS ENVIRONMENT AND
LEGISLATION (BEL)**



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MBA-2102: Business Environment and Legislation (BEL)

Unit - 1 :

Overview and Framework of Business Environment-Economic Environment: Economic Development and Human Development; Different elements of economic environment;

Unit - 2 :

Role of Govt. of India; Industrial Policy; Fiscal Policy; Monetary policy; Economic reforms; Liberalization; Privatization and Globalization; Structural Adjustment Programme; Current trends in economic environment affecting business.

Unit - 3 :

Social Environment: Changing objects of business; change in organizational culture; Consumers rights & protection;

Unit - 4 :

Ecological issues; Adoption of cross- cultural issues by multinational and transnational Companies: International experience NGOs and their operation.

Unit - 5 :

International environment: Foreign Collaboration and cross border M& As; Multinational corporations and Globalisation;

Unit - 6 :

Foreign Capital and Foreign Investment; WTO & GATT.

Unit - 7 :

Business Legislations: Elements of Contract Act, Sale of Goods Act, Company law, Cyber law,

Unit - 8 :

Business Legislations : Competition Laws, Right to Information Act, Legal issues relating to consumer protection, environment protection and reporting etc.

Unit - 9 :

Techno-legal Environment of Business: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent,

Unit - 10 :

Trade mark and copy rights. Infringement of IPR; Technology Transfer & related issues.

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MBA
(Management Studies)
Semester - II
MBA - 2103

MANAGERIAL COMMUNICATION
AND
SKILL DEVELOPMENT(MCSD)



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MBA-2103: Managerial Communication and Skill Development (MCSD)

Unit - 1 :

Managerial communication—nature and scope of communication, functions of communication; roles of a manager, communication process;

Unit - 2 :

communication network; Informal Communication—Corporate Communication and the role of HR—Managing People, Relationship and Politics.

Unit - 3 :

Road blocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication; cross cultural communication and communication between genders;

Unit - 4 :

Effective Listening—Poor listening habits, types of listening; strategies for effective listening; Persuasive communication and Role of Mentoring—Interviewing Skills.

Unit - 5 :

Business presentations & public speaking—Introduction to a presentation, main body and conclusion, controlling nervousness & stage fright; business presentation; sample outlines;

Unit - 6 :

Conversations— Essentials. Non— verbal communication—introduction; Elements of non-verbal communication— Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting non— verbal messages.

Unit - 7 :

Business Writing—Introduction, written business communication; Business letters, Common components of Business Letters; writing effective memos;

Unit - 8 :

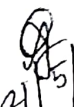
Business reports & Proposals; format for proposals; proposal layout and design; Secretarial Practices in Business Organizations.

Unit - 9 :

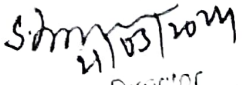
HR Manager as Coach, Mentor and Negotiator – Background to Counselling– Development of Counselling Skill— Phases of Counselling and Role of HR Managers – Skills and Requirements of Negotiation and Counselling: Assertiveness and Interpersonal Skills, Active Listening, Respect, Genuineness–

Unit - 10 :

Social Skills at Workplace—Role Conflict in Counselling—Counselling services—Current trends, issues and practices in Negotiation and Counselling in Indian Industries—Skills in Public speaking.


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**MBA
(Management Studies)**

Semester - II

MBA - 2704

**FUNDAMENTALS OF COMPUTER
APPLICATIONS AND
MANAGERIAL INFORMATION SYSTEM
(FCAMIS)**



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MBA-2704 : Fundamentals of Computer Applications and Management Information System (FCAMIS)

Unit – 1 :

Computer Fundamentals: Generations of Computers, Types of Computers, Basic Structure of Computers, Data Representation; Concepts of Software: Types of Software,

Unit – 2 :

Generations of Computer Languages, Elements of Programming Language, Representation of Programming Logic; Introduction to C Language.

Unit – 3 :

System: Concepts, Characteristics and Classification – Open & Closed, Deterministic & probabilistic etc. Concept of data,

Unit – 4 :

Information & information system; Information System: Role, Functions & Types- Organizations and Information Systems- Characteristics of quality information; Role of information system at different levels of organization.

Unit – 5 :

System Development - Different methodologies of system development - SDLC, prototyping, and object oriented approach of system development.

Unit – 6 :

Managerial Decision Making - Information Systems and Business Strategy – Basic Concepts of TPS and Office Automation System –

Unit – 7 :

Decision support system: Definition, classical managerial decision making process; Component of DSS, GDSS and application of GDSS.

Unit – 8 :

Database Management System: Definition, problems with traditional file system;

Unit – 9 :

Advantages and disadvantages of DBMS, Concept and classification of data model.

Unit – 10 :

Knowledge Based Systems - Business Intelligence, Expert System,

Unit – 11 :

Artificial intelligence (AI) - Data Warehousing - Data Mining.

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**MBA
(Management Studies)
Semester - II
MBA - 2705**

**QUANTITATIVE TECHNIQUES
IN
MANAGEMENT (QTM)**



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MBA-2705 : Quantitative Techniques in Management (QTM)

Unit - 1 :

Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation.

Unit - 2 :

Standard Deviation, Measures of Relative Dispersion. Moments: Raw Moments & Central Moments, Measures of Skewness and Kurtosis.

Unit - 3 :

Correlation and Regression: Simple correlation analysis, properties of product moment correlation coefficient;

Unit - 4 :

Simple regression analysis -Derivation of regression lines by the OLS method -properties of regression lines;

Unit - 5 :

Time Series: Preliminary adjustments of time series data, component of time series, Measurements of secular trend: Moving average, Mathematical curve fitting - linear trend, parabolic trend, exponential trend.

Unit - 6 :

Probability: Definition, Conditional probability and statistical independence, Addition and Multiplication probability rules, Bayes theorem. Random Variable: Probability mass function/ probability density function and Distribution function- properties and their relations,

Unit - 7 :

Expectation, Variance – their properties, Joint probability distribution – Covariance of two random variables. Theoretical Distribution: Binomial, Poisson, Exponential and Normal distributions – Probability model, Mean, Variance, Application of these distributions.

Unit - 8 :

Sampling Distributions: Parameter, Statistics and Sampling distribution, Expectation and Standard error of sample mean and sample proportion in the cases of SRSWR and SRSWOR, Central limit theorem (only statement), Sampling distributions: χ^2 , t and F – their properties (without Proof) and uses.

Unit - 9 :

Statistical Inference: Types of inference, Point estimation – methods of point estimation – criteria of a good estimator; Interval estimation of population mean, proportion and variance;

Unit - 10 :

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Hypothesis testing – hypotheses, errors and level of significance, Small and Large sample tests for location and dispersion for single population and two population cases.

Unit - 11 :

Other Tests and Analysis of Variance; Goodness of Fit; The One-Way Analysis of Variance.

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MBA
(Management Studies)
Semester - II
MBAE - 2308

CORPORATE SOCIAL RESPONSIBILITY
AND SUSTAINABILITY (CSRS)



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MBAE-2308: Corporate Social Responsibility and Sustainability (CSRS)

Unit - 1 :

Corporate social responsibility(CSR): Fundamentals, Evolution, Why and when to apply CSR, strategic rationale—Corporate Social Responsibility Theories, Carroll's Model of CSR -

Unit - 2 :

CSR and Corporate citizenship, drivers of corporate citizenship, business's interest in corporate citizenship, Relevance of CSR in 21st century— Social Accounts Matrix—Important Social Indicators vis-à-vis CSR.

Unit - 3 :

Strategic CSR—Competing Strategy Perspectives, The Resource perspective, The Industry perspective, The Stakeholder perspective—The strategic context of CSR—The integration of CSR into strategy and culture

Unit - 4 :

The CSR Filter— Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of underprivileged People,

Unit - 5 :

Social Welfare and Community Development Activities, CSR Threshold— Designing CSR programmes: Obligations, Innovativeness and Effectiveness.

Unit - 6 :

CSR and Corporate Sustainability: Conceptual Dimensions - Sustainability as Business Imperative— Corporate Sustainability Reporting: Frameworks, Trend and Imperatives—CSR, Corporate Reputation and Vulnerability.

Unit - 7 :

UN global compact—global corporate citizenship, national and international guidelines— Global Practices of CSR,

Unit - 8 :

Emerging issues and challenges in CSR— Legislations and CSR in India— CSR and the relevant provisions in Companies Act, 2013.

Unit - 9 :

Implementation of Effective CSR and Sustainability programmes: Imperatives and Actions— Sentising the CSR Department and Networking—CSR, Business strategy and corporate culture: Integrative perspective—

Unit - 10 :

Implementing CSR in MNCs, MSMEs, Family Businesses and non-profit organization—CSR Best Practices in India— CSR in the emerging perspective of 'New Normal'.

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**MBA
(Management Studies)
Semester - II**

MBAE - 2409

CONSUMER BEHAVIOUR(CB)



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MBAE-2409: Consumer Behavior (CB)

Unit - 1 :

Consumer Behaviour and Marketing Strategies. concept, definition, types of consumer, difference between consumer and customer,

Unit - 2 :

Purchase pattern and role, Consumer decision making process and factors responsible for consumer decision making.

Unit - 3 :

External factors influencing consumer behavior; Social stratification, Culture and its impact of consumer, reference group and opinion leaders, family, and roll of family members.

Unit - 4 :

Psychological and self-concept factors, personality, Goffman's life as theater theory,

Unit - 5 :

Psychographics and life style - AIO inventory and VAL's segmentation and motivation; concept and theories,

Unit - 6 :

Perception, attitude, learning etc.

Unit - 7 :

Diffusion and innovation, Rogers's model, and product adoption process.

Unit - 8 :

Models of Consumer Behaviour

Unit - 09 :

Consumer Research Process and Methods.

Unit - 10 :

Industrial and B2B buying behavior.

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**MBA
(Management Studies)
Semester - II
MBAE - 2410**

**SALES AND DISTRIBUTION MANAGEMENT
(SDM)**



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MBAE- 2410: Sales & Distribution Management (SDM)

Unit - 1 :

Introduction to Personal Selling and Sales Management: Nature and Scope of Personal Selling and Sales Management, Setting and Formulating Persons Selling Objectives,

Unit - 2 :

Traditional and Modern Selling approaches, Ethics in selling, Career in Professional Selling and Sales Management.

Unit - 3 :

Personal Selling process: Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling Objections, Closing the Sale, Follow ups.

Unit - 4 :

Dimensions of Sales Management – Tasks of Sales Managers – Planning, Organizing, Recruiting and Selecting the Sales Personnel,

Unit - 5 :

Motivating Sales force, controlling the Sales Force Designing and Administering the Compensation Plans, Developing and Managing Sales Evaluation Programs.

Unit - 6 :

Sales Territory Development and Time Management : The Scope and Nature of Territory Management, Sales Territory Design, Procedures for Developing Territories,

Unit - 7 :

Role of Time Management in Sales, Assessing Time Utilization, Allocating Sales Efforts, Objectives and Quotas for Sales Personnel.

Unit - 8 :

Sales and Cost Analysis. The Cost Effective Sales Force, Sales Forecasting and Budgeting, Sales Analysis, Cost Analysis, Sales Audit.

Unit - 9:

Sales Force Performance Appraisal: Concepts, Definitions and Objectives. Criteria and Benefits of performance Appraisal, Steps in Sales force performance Appraisal, Sales force Performance Appraisal Methods.

Unit - 10 :

An Overview of Marketing Channels: Chemical Structures and Designs, Functions, Relationships, Channel Intermediaries,

Unit - 11 :

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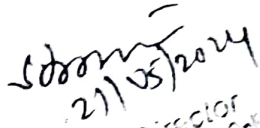
Management of Distribution Channels, Logistics Management, Supply Chain Management,

Unit - 12 :

Organizational patterns in Marketing Channels, Marketing Channel Policies and Legal Issues, Information Systems and Channel Management.

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**MBA
(Management Studies)
Semester - II
MBAE - 2411**

**RURAL MARKETING MANAGEMENT
(RMM)**



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MBAE-2411: Rural Marketing Management (RMM)

Unit - 1 :

Concept of rural marketing, its opportunities and challenges in India,

Unit - 2 :

Rural Marketing Environment.

Unit - 3 :

Marketing research in rural settings in India.

Unit - 4 :

Importance of both quantitative and qualitative tools.

Unit - 5 :

Developing a competitive strategy for Indian rural markets: Segmentation, targeting,

Unit - 6 :

Positioning and entry strategies.

Unit - 7 :

Studying rural marketing mixes: product and prices and

Unit - 8 :

Rural Marketing mix : place (distribution) and Promotion.

Unit - 9 :

Innovation in Indian Rural Markets

Unit - 10 :

The future of Marketing in Rural India.

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MBA
(Management Studies)
(Semester- II)

MBAE - 2509

CORPORATE FINANCIAL REPORTING AND
ANALYSIS (CFRA)



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MBAE-2509 : Corporate Financial Reporting and Analysis (CFRA)

Unit - 1 :

Corporate Financial Statements: Concept, Stakeholders, Components, Purposes, Limitations;

Unit - 2 :

Consolidated Financial Statements: Concept; Audit & Financial statements.

Unit - 3 :

Preparation and Interpretation of Financial statements: Statement of Profit & Loss, Balance Sheet,

Unit - 4 :

Cash Flow Statement, Statement of Changes in Equity and Notes to Accounts.

Unit - 5 :

Specific issues in financial statements – Revenue recognition; Expense recognition; Non-recurring & Non-operating items; Shareholders equity, Property, Plant and Equipment,

Unit - 6 :

Investments & Liabilities; Earnings per share; Segment reporting; Ethical issues in financial reporting – Accounting manipulation and Quality of financial statements.

Unit - 7 :

Financial Statement Analysis – Concept, Parties, Need, Objectives, Approaches;

Unit - 8 :

Types of analysis – Intra-firm, Inter-firm, Inter-period, Inter-regional, Cross- sectional; Tools and techniques of analysis – Traditional & Modern.

Unit - 9 :

Analysis of Income Statement: Objectives, Analysis of revenue and expenses, Profitability analysis; Analysis of Balance Sheet: Objectives,

Unit - 10 :

Fixed assets analysis, Capital structure analysis, Long-term solvency analysis, Short-term solvency analysis; Analysis of cash flows.

Unit - 11 :

Application of financial statement analysis: Evaluating past financial performance, Projecting future financial performance,

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Unit - 12 :

Distress analysis, Credit analysis, Screening potential equity investments; Analyst adjustments to reported financials.

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MBA
(Management Studies)

(Semester- II)

MBAE - 2510

SECURITY ANALYSIS AND
PORTFOLIO MANAGEMENT (SAPM)



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MBAE-2510: Security Analysis and Portfolio Management (SAPM)

Part A: Security Analysis

Unit - 1 :

Introduction to investment theory; Investible instruments – Classification, Attributes; Investment, Speculation and Gambling; Factors influencing investment; Phases of portfolio management;

Unit - 2 :

Security analysis – Meaning, Objectives; Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis; Share Valuation; Bond Valuation.

Unit - 3 :

Technical Analysis – Concept, Principles; Charts and chart patterns;

Unit - 4 :

Mathematical indicators; Market indicators; Dow Theory; Elliot Theory.

Unit - 5 :

Random Walk Theory; Efficient Market Hypothesis; Forms of market efficiency;

Unit - 6 :

Market inefficiencies; Relation between EMH, Fundamental and Technical analysis.

Part B: Portfolio Management

Unit - 7 :

Return and Risk: Concept, Classification, Measurement; Portfolio analysis – Risk & Return of portfolio.

Unit - 8 :

Portfolio Selection – Markowitz model; Single Index model; Multi Index model;

Unit - 9 :

Capital Assets Pricing model; Arbitrage Pricing Theory.

Unit - 10 :

Portfolio Revision; Portfolio Evaluation; Risk adjusted returns – Sharpe's ratio, Treynor's ratio; Differential return – Jensen's Measure.

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**MBA
(Management Studies)**

(Semester- II)

MBAE - 2513

**WORKING CAPITAL MANAGEMENT
(WCM)**



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MBAE-2513: Working Capital Management (WCM)

Unit - 1 :

Basic Concept - Working capital cycle; Computation of working capital; Risk return trade off involved in managing a firms' working capital.

Unit - 2 :

Factors influencing Working Capital Requirements. Appraisal parameters by bank for determining working capital; Working capital Leverage.

Unit - 3 :

Inventory Management - Types of Inventory. Economic Order Quantity. Assumptions. Safety Stock. One Period Model.

Unit - 4 :

Economic Production Quantity. Relaxing Assumptions. ABC analysis. Ageing schedule of inventory.

Unit - 5 :

Debtors Management - Credit Policy Variables. Credit Evaluation; Credit granting decisions. Control of Accounts Receivable.

Unit - 6 :

Discriminant Analysis. Multiple Discriminant Analysis and Customer Classification.

Unit - 7 : :

Cash Management - Management of cash: objectives of cash holding, cash planning. Cash Budget.

Unit - 8:

Forecasting cash flows. Uncertainty of cash flow forecasting. Hedging cash flow uncertainties.

Unit - 9 :

Management of surplus cash. Modeling optimum amount of cash.

Unit - 10 :

Credit Management - Different types of credit. Impact of credit duration on turnover & net profit. Optimum credit policy.

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**MBA
(Management Studies)**

(Semester- II)

MBAE - 2609

**HUMAN RESOURCE PLANNING
AND DEVELOPMENT (HRPD)**



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MBAE-2609 : Human Resource Planning and Development (HRPD)

Unit - 1 :

Evolution of Human Resource Planning (HRP) – Contemporary approach to HRP – Process of HRP – Relation between HRP and other HR Functions–

Unit - 2 :

Productivity and Cost Considerations—Impact of Technology and Artificial Intelligence on HRP— Methods of Job Analysis, Job Description, Job Specification— Skills Analysis/Skill Inventory.

Unit - 3 :

Human Resource Planning: Tools, Methods and Techniques—Application of Quantitative Techniques in Forecasting Requirement and Availability of Human Resource— Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement

Unit - 4 :

Labour Turnover –Succession Planning—Replacement Charts— Human Resource Planning in times of uncertainty like pandemic etc.

Unit - 5 :

Action Planning: Matching Requirement and Availability: Retention, Resourcing, Flexibility and Downsizing— Managing Redundancy and Alternatives to Redundancy—

Unit - 6 :

Recruitment planning and operations—Current practices in Recruitment: Outsourcing, e-recruitment etc.

Unit - 7 :

Employee Selection: Determining the utility of a selection instrument and statistical rationale for selection—

Unit - 8 :

Personal history data—Testing in Industry; Interviews and other selection devices—Decision-making for selection—Issues relating to managerial selection.

Unit - 9 :

Approaches to Human Resource Development— Integrated HRD Systems— HRD Climate in Organisations—

Unit - 10 :

Impact of Technology on HRD— Implication of Technological change on HRD—Issues in Marketing HRD.

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**MBA
(Management Studies)**

(Semester- II)

MBAE - 2610

**COMPENSATION AND BENEFITS
MANAGEMENT (CBM)**



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Burdwan - 713104

MBAE-2610 : Compensation and Benefits Management (CBM)

Unit - 1 :

Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage- Theories of Wages & Salary-Pay and Social Class-Machineries for Wage Fixation-

Unit - 2 :

Statutory provisions governing different components of reward systems-. Wage criteria and wage machinery— Wage Components—Salary Benchmarking, designing KRA & KPI.

Unit - 3 :

Reward Management: Concept, Aims, Components of Reward system- Role of Reward in organisation- Strategic perspectives of Reward-Reward as a motivational tool- Psychological contract-Reward policies

Unit - 4 :

Factors determining the rates of Pay-Strategic and Tactical pay related issues-Establishing Job Values and Relativities:

Unit - 5 :

Internal & External Equities-Job evaluation schemes, Internal Pay Structure, Reward survey- Designing Pay Level, Pay Mix and Pay Structures-

Unit - 6 :

Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme.

Unit - 7 :

Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay-Team Pay - Paying for Organisational performance- Recognition Process-

Unit - 8 :

Performance Management and Reward. Reward for Special groups-Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers - Components of Executive Compensation package.

Unit 9 :

Managing Reward Processes: Reward Management Roles-Reward Procedures- Controlling reward-Pay reviews-Communicating to employees-Managing the development of reward systems-

Unit - 10 :

Future Trends in Reward Management— Strategic Reward: Concept, Aims-Strategic Reward and Reward Management- Purpose and Contents of Reward Strategy.

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MBA
(Management Studies)

(Semester- II)

MBAE – 2611

TRAINING AND DEVELOPMENT

(T & D)



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MBAE-2611: Training & Development (T&D)

Unit - 1 :

Training Needs Analysis- Why, When and Where to look for Performance Discrepancies - Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques.

Unit - 2 :

Training Design— Organisational/Environmental constraints—Training Objectives—Facilitation of Learning—Facilitation of Transfer—Training Design Process—Key Factors in Designing—Training Design Theories.

Unit - 3 :

Training Methods: Matching training methods with outcomes—Lectures & Demonstrations, Computer—based Training, Games & Simulations,

Unit - 4

On-the-Job Training—Audiovisual Enhancements to Training—Training facilities—Key Areas of Organisational Training: Orientation Training,

Unit - 5 :

Diversity Training, Sexual Harassment Training, Team Training, and other training programmes & Issues— Impact of Technology on Training—Choosing a training method—Group-based training methods—Training of special groups like sales and retail staff.

Unit - 6 :

Management Development—Importance and Contemporary perspective of Management Development – Methods—Management Development Implications—

Unit - 7:

Approaches for Management Development—Strategies for Development of Technical Managers, Executives and Future Executives— Strategic skill for Line Managers.

Unit - 8 :

Training & Development Evaluation: Rationale for Evaluation—Training & development outcomes

Unit - 9 :

Types of Evaluation Techniques & Instruments - Training Evaluation Design Issues—Costing Training & Development Programmes—

Unit - 10 :

Measuring ROI of training & development programmes—Total Quality Training and HRD.

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Unit - 11 :

Employee Benefits & Services—Rationale for employee benefits—Types of benefits, Choice of benefits, administering employee benefits, Tax considerations—

Unit - 12 :

Flexible benefits/Cafeteria Plans—Pension Schemes—ESOP— Computations of taxable income, overtime, etc.—Current trends and practices in Employee Benefit: Indian and Global perspectives.

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MBA
(Management Studies)
(Semester- II)
MBAE - 2709
LOGISTICS AND SUPPLY CHAIN
MANAGEMENT (LSCM)



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MBAE-2709: Logistics and Supply Chain Management (LSCM)

Unit - 1 :

Introduction to logistics and its Interface with Production and Marketing;

Unit - 2 :

Measures of Logistics; Physical Distribution and Logistics.

Unit - 3 :

Logistics System Analysis and Design; Warehousing and Distributing Centres;

Unit - 4 :

Location; Logistics Network Configuration – Various Problems and Solution Techniques.

Unit - 5 :

Distribution Strategies – Direct Shipment; Cross-Docking, Push & Pull Based Supply Chain;

Unit - 6 :

Transshipment; Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models.

Unit - 7 :

Inventory Management Decisions and Risk Pooling; Logistics Audit and Control; Packaging and Materials Handling.

Unit - 8 :

Supply Chain Performance Measures – Qualitative and Quantitative; Supply Chain Coordination – Various Types of Contracts; 3PL.

Unit - 9 :

International Logistics Management – Various Issues, Risks and Advantages;

Unit - 10 :

Regional Differences in Logistics; Logistics Future Directions.

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MBA
(Management Studies)
(Semester- II)
MBAE - 2710

PURCHASING AND MATERIALS
MANAGEMENT (PMM)



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MBAE-2710: Purchasing and Materials Management (PMM)

Unit - 1 :

Role of Purchasing and Materials Management; Purchasing Process; Purchasing Cycle;

Unit - 2 :

Vendor Relationship Management; Authorities of Materials Management.

Unit - 3 :

Determination and Description of Material Quality – Cost-Reduction Techniques – Value and Value engineering – Make or Buy Decisions;

Unit - 4 :

Evaluation of Inventory; Various Types of Inventory Locator Systems; Inventory Stratification.

Unit - 5 :

Purchasing research – Price Determination and Negotiation –

Unit - 6 :

Vendor Rating, Selection and Development.

Unit - 7 :

Legal Aspects of Purchasing – Tendering – Different Appraisal Methods.

Unit - 8 :

Material Logistics – Inventory Control of Spare Parts –

Unit - 8 :

Materials Information System.

Unit - 10 :

Different types of Code Reading – bar Code, Radio Frequency Identification

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MBA
(Management Studies)
(Semester- II)

MBAE - 2711

PRODUCTION PLANNING AND CONTROL
(PPC)



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**MBA
(Management Studies)**

(Semester- II)

MBAE - 2711

**PRODUCTION PLANNING AND CONTROL
(PPC)**



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MBAE-2711: Production Planning and Control (PPC)

Unit - 1 :

Operating System; Operational Planning & Control; Forecasting;

Unit - 2 :

Product Analysis; Scheduling & Loading.

Unit-3 :

Workforce Balancing-Job & Machine Assignment; Machine Interference.

Unit-4 :

Line Balancing- Heuristic Method; Simulation Method; Mathematical Programming Method;

Unit - 5 :

System Loss; Complex Line Balancing; Batch Production; Line of Balance Techniques.

Unit - 6 :

Controlling Techniques-Materials, Processes & Products.

Unit - 7 :

Reliability and Maintenance; Theory of Constraints; Introduction to Various Production Management Methods

Unit - 8 :


Cellular Manufacturing; Agent Based Manufacturing; Holonic Manufacturing; E-Manufacturing; Virtual Manufacturing.

Unit - 9 :


Introduction to Smart Manufacturing; Introduction to Concepts like Big Data; Internet of Things; Internet of Service; Cloud Computing;

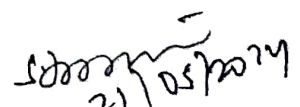
Unit - 10 :

Cyber-Physical System; Various Technology Requirements - RFID Technology; Sensor Technology; Various Frameworks.


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**MBA
(Management Studies)
(Semester – III)**

MBA - 3301

**INTRODUCTORY STRATEGIC
MANAGEMENT (ISM)**



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MBA-3301: Introductory Strategic Management (ISM)

Unit-I:

Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy—Organisation's Strategic Intent— Mission—Values, Culture and Ethics Underpinning Strategic Intent and Strategy—

Unit 2 :

Stakeholders' Approach to Strategic Management—Crafting a Strategy— The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organisation—Guidelines for Analysing Cases in Strategic Management.

Unit-3

Environmental Factors—Industry and Competitive Analysis—Strategic Groups—The Global Environment—

Unit - 4

Internal Analysis—Concept of Core Competencies—The Resource-based View and Dynamic Capability View— Value Chain and other aspects of internal analysis.

Unit-5

Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalising Markets— Strategy and Competitive Advantage in Diversified Organisations—

Unit - 6

Emerging Business Models and Strategies to fit 'New Normal', Specific Industry and Organizational Situation— Outsourcing as a Strategic Option: Issues and Concerns—Issues in Formulating and Executing Blue Ocean strategy.

Unit-7

Strategy Analysis and Choice—Factors Shaping Choice of Strategy— Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice

Unit 8

Stakeholder analysis, Scenario Assessment, Trend Assessment, PIMS Analysis, Vulnerability Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE), etc.

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Issues in Strategy Implementation and Evaluation—Management Perspective— Resource Allocation—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—

Unit – 10

Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation— Overview of Other functional issues (Marketing, Accounting/Finance, Production, MIS R&D etc.) in the context of strategy implementation—


Unit 11

Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—


Unit 12

Six Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools—Strategic issues in understanding 'Servitisation'.

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MBA
(Management Studies)
(Semester – III)
MBA - 3502
CORPORATE FINANCE (CF)



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MBA-3502: Corporate Finance (CF)

Unit-1:

Financial Management – Scope, Objectives, Functions;

Unit – 2 :

Time Value of Money – Compounding and Discounting.

Unit-3:

Cost of Capital – Concept, Classification;

Unit – 4 :

Specific costs; Weighted average cost; Weighted marginal cost.

Unit-5:

Capital Structure; Optimum Capital Structure; Leverage – DOL, DFL and DCL;

Unit – 6 :

Capital structure planning – Financial BEP, Financial Indifference Point, EBITEPS Analysis.

Unit-7:

Capital Budgeting – Discounted and Non-Discounted techniques; Capital rationing.

Unit-8:

Working Capital Management – Forecasting working capital requirement; Components of working capital management (Basic idea only).

Unit-9:

Dividend function: Concept, types;

Unit – 10 :

Dividend policy; Dividend decision.

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MBA
(Management Studies)
(Semester – III)

MBA - 3703

OPERATIONS RESEARCH (OR)



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MBA-3703: Operations Research (OR)

Unit-1:

Introduction to OR- Origin, Nature, definitions; Managerial applications and limitations of OR.

Unit - 2 :

Linear Programming Problem (LPP): Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

Unit-3 :

LPP-Simplex Method, Optimality conditions; Degeneracy; Duality, Interpretation of dual; Sensitivity analysis and its implications.

Unit-4:

Transportation Problem (TP) - Mathematical model, IBFS, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.

Unit - 5 :

Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution-

Unit - 6 :

Hungarian method; Travelling Salesman Problem (TSP); Managerial applications of AP and TSP.

Unit-7 :

Inventory Management Techniques.

Unit-8:

Network Analysis - PERT/CPM, Crashing,

Unit - 9 :

Time-Cost Trade off. Queuing Theory. Simulation.

Unit-10:

Game Theory. Decision Theory.

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MBA
(Management Studies)
(Semester – III)

MBA - 3704

BUSINESS ANALYTICS (BA)



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MBA-3704: Business Analytics (BA)

Unit – 1:

Introduction to Business Analytics – Decision analytics, Descriptive Analytics, Predictive Analytics, Prescriptive Analytics;

Unit – 2 :

Introduction to R; Basic Statistics; Introduction to Big Data; Python for Data Science.

Unit-3:

Introduction to Time Series Analysis – Methods like Box-Jenkins Methods, ARIMA;

Unit – 4 :

Various Optimization Methods; Probability Distributions; Simulation.

Unit-5:

Overview of Multivariate Analysis; Dimension Reduction Techniques; Regression Analysis;

Unit – 6:

Data Mining – Introduction to Supervised and Unsupervised Learning; Decision Trees;

Unit – 7:

Introduction to Neural Networks; Clustering.

Unit-8:

Various Machine Learning Techniques; Predictive Modelling – Multiple Linear Regression; Logistic Regression; Linear Discriminant Analysis.

Unit-9:

Machine Learning – Handling Unstructured Data; Machine Learning Algorithms;

Unit – 10 :

Handling Unbalanced Data; Marketing & Retail Analytics; Finance and Risk Analytics;

Unit – 11 :

Human Resource Analytics; Supply Chain and Logistics Analytics.

Unit-I2:

Web and Social Media Analytics; Data Visualization using Tableau.

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3307

**KNOWLEDGE MANAGEMENT AND
BUSINESS EXCELLENCE (KMBE)**



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MBAE-3307 : Knowledge Management and Business Excellence (KMBE)

Unit-I:

Knowledge Management (KM) and Business Excellence (BE): Introduction – Post-industrial Society and Knowledge Society – The Objectivist and Practice based Perspectives on Knowledge

Unit 2

– Issues in Knowledge creation and capture— Transfer of Knowledge.

Unit-3:

ICT and Knowledge Management (KM) – Knowledge Management Tools and Knowledge Portals

Unit – 4 :

—Organisational Culture and KM – Learning and KM— Role of HR in Knowledge Management.

Unit-5:

Innovation Dynamics and Knowledge Processes – Knowledge-Intensive Firms and Knowledge Workers.

Unit-6:

Business Excellence in Various Functional Areas –

Unit 7 :

Benchmarking Business Performance – Performance Measurement and Metrics in Business Management –

Unit 8 :

Methodologies and Tools for Business Excellence: Six Sigma, QFD, Taguchi Methods, Balanced Scorecard.

Unit-9:

Information Technology and Business Excellence – Leadership for Excellence in Business –

Unit – 10 :

Training and Relationship Development for Business Excellence – Creative Thinking and Innovative Process Redesign –

Unit – 11 :

Organisational Excellence

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**MBA
(Management Studies)**

(Semester – III)

MBAME 3108

**MANAGEMENT PRINCIPLES AND PRACTISES
(MPP)**



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MBAME-3108: Management Principles and Practices (MPP)

Unit - 1 :

Concept, Nature, Purpose and Importance of Management in Organisations,

Unit - 2 :

Basic Managerial Skills and Roles,

Unit - 3 :

Evolution of Management Thought: Classical Management Approaches,

Unit - 4 :

Behavioural Management Approaches, Modern Management Approaches.

Unit - 5 :

Planning--- Concept, Importance, Types of Plan, Steps in Planning,

Unit - 6 :

Organising----Concept, Nature and Process of Organising, Organisation Structure,

Unit - 7 :

Departmentation---Span of Management, Authority and Responsibility,

Unit - 8 :

Centralisation and Decentralisation of Authority---Concept of Line and Staff Authority.

Unit - 9 :

Staffing---Features and Elements of Staffing, Recruitment, Selection, Performance Appraisal etc

Unit - 10 .:

Decision Making—Types of Decisions, Nature of Decision Making, Perspectives of Decision Making.

Unit - 11 :

Motivation---Human Motivation and the process of Motivation,

Unit - 12 :

Theories of Work Motivation---Content Theories

Unit - 13 :

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Process Theories:

Unit - 14 :

Leadership---Concept, Approaches to Leadership, Leadership Styles.

Unit - 15 :

Control ---Concept, Nature and Importance of Control—Types of Control, Techniques of Managerial Control;

Unit - 16 :

Coordination—Concept and Features.

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3410

**INTEGRATED MARKETING COMMUNICATION
(IMC)**



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MBAE-3410: Integrated Marketing Communication (IMC)

Unit - 1 :

IMC: concepts, meaning, definition, objectives, rationale and steps. Components of IMC. Role of IT in IMC,

Unit - 2 :

Refining the IMC Program, The Value of the IMC Plans, IMC for Small Business, IMC and Entrepreneurial venture.

Unit - 3 :

Advertising: A vital component of IMC, Advertising Appeal, Advertising Planning Process, Advertising: Pros and Cons,

Unit - 4 :

Media Planning and Selection, Advertising Agency, Evaluation of Advertising effectiveness.

Unit - 5 :

Role of Personal Selling in IMC, IMC and Consumer Behaviour, IMC and Retail Marketing,

Unit - 6 :

IMC and Direct Marketing, IMC and Internet Marketing, IMC and ECommerce.

Unit - 7 :

IMC and Sales Promotional Tools, Trade Promotions, consumer Promotions, Personal Selling, Advertising, Data base Marketing.

Unit - 8 :

Events and Exhibitions marketing: concepts, definitions, types,

Unit - 9 :

Planning for events and exhibitions, Event marketing process-Promotional tools for event and Event Sponsorship.

Unit - 10 :

Public Relations: Concepts, Definition and Objectives, Role of a PR Manager and Agency,

Unit - 11 :

Media Management in PR, Public Relation Tools, The role of PR in IMC

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3411

**VOLUNTARY SECTOR MARKETING
(VSM)**



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MBAE-3411 : Voluntary Sector Marketing (VSM)

Unit - 1 :

Understanding marketing of voluntary organizations, distinctive Characteristics of marketing of voluntary organizations,

Unit - 2 :

Major Marketing Problems of voluntary firms, Major benefits of these firms, Major criticisms.

Unit - 3 :

The Corporate Fund-Raising Mix: Employee Fund raising, Cause Related marketing, Sponsorships, Events, donations,

Unit - 4 :

Publics- The main publics of a voluntary organization, responsive organization, The image of a responsive organization, Measure of satisfaction of Services of Voluntary sectors.

Unit - 5 :

Relationship Marketing-Its role in voluntary organizations, Basic Principles of relationship marketing, membership schemes,

Unit - 6 :

Promotions of voluntary organizations, Public Relations (PR) led marketing communications.

Unit - 7 :

Role of events and conferences, annual reports as a marketing tool,

Unit - 8 :

Advertising, Integrated campaigning, Marketing on the internet.

Unit - 9 :

Database marketing for voluntary organizations, concept of database and its value to the voluntary organizations,

Unit - 10 :

The key requirements of a database, Initial considerations for database, steps in selecting the database.

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**MBA
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(Semester – III)

MBAE 3412

SERVICE MARKETING (SM)



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MBAE-3412: Service Marketing (SVM)

Unit - 1 :

An Overview of Services Marketing; introduction, definition, concept,

Unit - 2 :

Differences between product and services in India, characteristics of services: Consumer types.

Unit - 3 :

The traditional 4Ps - Product, Price, Place, Promotion of services. Relevance in respect of services marketing of Product,

Unit - 4 :

Relevance in respect of services marketing : Price, Place, Promotion of services.

Unit - 5 :

Other 3Ps of services marketing; People, Process and Physical evidence - In depth study of : People

Unit - 6 :

In depth study of Process and Physical evidence

Unit - 7 :

Managing Service Quality; Parasuraman Model,

Unit - 8 :

Servqual and Service Gap models, Service Blueprint.

Unit-9:

Strategies for managing service failure, service recovery and customer retention.

Unit - 10 :

Future of Services Marketing; Banking and insurance,

Unit - 11 :

Health, Education, and other sundry services

**MBA
(Management Studies)**

(Semester – III)

MBAE 3510

CORPORATE TAXATION (CT)



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MBAE-3510: Corporate Taxation (CT)

Unit-1:

Introduction to taxation – Concept, Types, Cannons; Heads & Sources of incomes;

Unit - 2 :

Gross Total Income & Total Income; Tax planning, Tax avoidance, Tax evasion.

Unit - 3 :

Income Tax: Profits and Gains of Business & Profession, Capital gains,

Unit - 4 :

Set off & Carry forward of Losses. NB: Provisions applicable for corporate assessee only.

Unit - 5 :

Income Tax: Exemptions & Deductions; Computation of Total Income;

Unit - 6 :

Tax computation (including MAT and CDT) & Tax Planning. NB: Provisions applicable for corporate assessee only.

Unit - 7 :

Tax Management – Return of Income, Assessment Procedure, TDS, TCS,

Unit - 8 :

Advance Tax, Interest. NB: Provisions applicable for corporate assessee only.

Unit - 9 :

Goods and Services Tax: Concept, Features, Merits, Demerits; Taxable event & Levy, Invoice,

Unit - 10 :

Time of Supply, Place of Supply, Registration, Reverse Charge Mechanism, Composite Scheme, Payment.

Unit-11:

Customs: Taxable event, Types of duties, Valuation of goods, Drawback.

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3511

BEHAVIOURAL FINANCE (BF)



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MBAE-3511: Behavioural Finance (BF)

Unit-1:

Behavioural finance: Concept, Evolution, Scope, Objectives, Assumptions, Uses, Criticisms.

Unit-2:

Traditional Finance Theories: Expected utility theory, Modern portfolio theory, CAPM,

Unit-3:

Agency theory, Market efficiency; Loopholes of rational theories and market anomalies.

Unit-4:

Behaviour and decision making: Bounded rationality in decision making; Prospect Theory; Disposition effect;

Unit-5:

Behavioural biases: Cognitive and Emotional Biases; Heuristics & related Biases; Framing & related Biases; Mental Accounting.

Unit-6:

Behavioural Finance and Investment Process: Investor behaviour, Market outcomes,

Unit-7:

Value investing; Social influences and moods; Behavioural biases of institutional investors.

Unit-8:

Behavioural corporate finance: Role of behavioural influences on corporate finance theories,

Unit-9:

Impact of behavioural aspects of corporate finance decisions on stock market.

Unit-10:

Emotional Finance: Concept, Applications,

Unit-11:

Explanation of market anomalies; Neurofinance: Concept,

Unit-12:

Comparison with traditional finance and behavioural finance, Implications for finance professionals.

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3514

FINANCIAL MARKETS (FM)



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MBAE-3514: Financial Markets (FM)

Unit - 1 :

Introduction to Financial Market - Financial system and Institutions, Elements of Financial Market,

Unit - 2 :

Purposes of Financial Markets, Financial Instruments.

Unit - 3 :

Primary & Secondary Market - Products from Banking & Money Market,

Unit - 4 :

Basel Norms, Corporate Debt Market & Capital Market,

Unit - 5 :

Raising funds from abroad; ADRs, GDRs, Issues and challenges.

Unit - 6 :

Insurance & Pension Fund Market - Life & Non-life insurance products.

Unit - 7 :

New Pension Scheme. IRDA & PFRDA.

Unit - 8 :

Derivative Market - Basic concepts. Plain Vanilla vs Exotic Products,

Unit - 9 :

Credit Derivatives: Technical details, Valuation, Strategies.

Unit - 10 :

Financial Mathematics - Mathematical models & cases on 4 segments of markets

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3610

**PERFORMANCE MANAGEMENT
(PM)**



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MBAE-3610: Performance Management (PM)

Unit 1:

Performance Management: Understanding Performance and performance management — Principles and Contribution of Performance Management— Dangers of poorly implemented performance management system— Contributions of Performance Management—

Unit - 2 :

Performance Management and Performance Appraisal: Basic difference vis-à-vis features and uses — Concerns of Performance Management—Ethical considerations— Legal Issues in Performance Management.

Unit - 3 :

Model and Process of Performance Management—Performance Management Cycle— Role Definition—Personal Development Plan—Performance Agreement— performance Review—

Unit - 4 :

Balance Scorecard approach to PMS— Linkage between Performance management, human resource development and reward management—Specific Issues relating to Team Performance Management.

Unit - 5 :

Performance Appraisal System—Meaning, Features and Objectives of Performance Appraisal— Factors affecting Performance Appraisal—

Unit - 6 :

Benefits of Performance Appraisal— Problems with Performance Appraisal— Essentials of a Good Appraisal System— Evaluation of a Performance Appraisal System.

Unit - 7 :

Appraisal Methods— Traditional and Modern — Scope of application in various industries — Advantages and disadvantages—

Unit - 8 :

Concept of Potential Appraisal - Requirements for an Effective Potential Appraisal system—Performance Appraisal and Potential Appraisal.

Unit - 9 :

Competency Mapping: Concept of Competency and Competence— Constituents of competence—Types of Competencies—

Unit - 10 :

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Competency mapping: Approaches and Process – Competency modeling and Competency Assessment –

Unit – 11:

Competency based HRM applications: Recruitment and selection, Training and Development Reward

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3611

LABOUR LEGISLATION (LL)



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MBAE-3611: Labour Legislation (LL)

Unit 1:

Human Resource Management and Labour regulatory framework, Role of ILO in framing labour legislations in India; Conventions and Recommendations.

Unit 2:

Laws relating to Working Conditions in Manufacturing concern: The Factories Act, 1948----

Unit - 3 :

Laws relating to Special types of concerns.

Unit 4:

Laws relating to Labour Relations----The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946;

Unit - 5 :

Laws relating to Labour Relations---- The Trade Unions Act, 1926.

Unit - 6 :

Laws relating to Social Security---- The Employees State Insurance Act, 1948; The Employees Compensation Act, 1923;

Unit -7 :

Laws relating to Social Security - The Employees Provident Fund and Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1972

Unit - 8 :

Laws relating to Wages----The Minimum Wages Act, 1948; The Payment of Wages Act, 1936;

Unit - 9 :

Laws relating to Wages----The Equal Remuneration Act, 1976;

Unit - 10 :

Laws relating to Wages----The Payment of Bonus Act, 1965

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3612

EMPLOYEE RELATIONS (ER)



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MBAE-3612 : Employment Relations (ER)

Unit- 1 :

Employment Relations---Introduction, Concept, Characteristics, Objectives, Significance and Functions;

Unit - 2 :

Perspectives Of Employment Relations; Employment Relations and the Emerging socio-economic scenario; The Systems Framework.

Unit- 3 :

Trade Unions—Theories of Trade Union; Trade Unions in India; Problems of Trade Unions in India;

Unit - 4 :

Trade union recognition; Trade Union movement in India.

Unit - 5 :

Collective Bargaining- Introduction, Concept; The Nature of collective bargaining; Levels of bargaining and agreements;

Unit - 6 :

Collective bargaining and stakeholders; Negotiating techniques and skills; Factors contributing to the success of collective bargaining.

Unit - 7 :

Grievances and Discipline Handling---Concept, Nature and Causes of Grievances;

Unit - 8 :

Grievance redressal procedure;

Unit - 9 :

Managing Discipline—Concept and Principles of Natural Justice; Misconduct

Unit - 10 :

Approaches to dealing with Indiscipline; Domestic Enquiry---Steps in domestic enquiry.

Unit - 11:

Employee Participation and Labour-Management Cooperation-Purpose and Form of participation, Direct Vs. Indirect Participation; Levels of participation;

Unit - 12 :

Technological Change and Employment Relations, Relevant Case Studies.

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3710

**DECISION SUPPORT SYSTEM
(DSS)**



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MBAE-3710: Decision Support System (DSS)

Unit - 1 :

Managerial Decision Making and Information Systems: Requirement for Decision Support for Decision Making and other Executive Work;

Unit - 2 :

Human Decision-Making Heuristics and Bounded Rationality; Types of Decision Support Systems.

Unit - 3 :

Decision Support Systems: Introduction and Overview; From Human Decision making to DSS; DSS Architecture;

Unit - 4 :

Decision Modeling and Analysis; Decision Support Developments; Data Warehousing and Data Mining; Data Mining Tools.

Unit - 5 :

Group Decision Support Systems: Goals of Group Decision Support Systems; Group versus Individual Activities;

Unit - 6 :

Types of Group DSS; Negotiation Support Systems.

Unit - 7 :

Decision Making Under Uncertainty: Introduction and Overview; Understanding Risk in Making Decisions;

Unit - 8 :

Managerial Risk Taking and Organisational Decision Making; Modeling Uncertainty.

Unit - 9 :

DSS Tools – Decision Tree, Decision Table, Case-Based Reasoning,

Unit - 10 :

Predicate Logic; Multi-Criteria Decision Analysis Techniques.

Unit - 11 :

Intelligent Decision Support Systems: Knowledge-based Decision Support Systems;

Unit - 12 :

Knowledge Acquisition and Validation; Knowledge Representation; Inference Techniques.

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**MBA
(Management Studies)**

(Semester – III)

MBAE 3711

**INTERNET OF THINGS
(IoT)**



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MBAE-3711: Internet of Things (IoT)

Unit - 1 :

Introduction – Characteristics, Enablers of Internet of Things (IoT), Applications,

Unit - 2 :

Evolution in Smart Devices, Benefits; IoT versus M2M; IoT versus WoT.

Unit - 3 :

Connectivity Terminologies; Networking Issues; Overview of Sensor Technology; IoT Networking;

Unit - 4 :

Machine to Machine Communications; Interoperability in IoT; Introduction to Arduino;

Unit - 5 :

Introduction to Python Programming; Introduction to Raspberry; Cloud Computing Fundamentals; Fog Computing Fundamentals.

Unit - 6 :

Smart Cities; Smart Homes; Connected Vehicles; Smart Grid; Industrial Internet of Things; Data Handling and Analytics;

Unit - 7 :

Applications of IoT in Various Fields – Agriculture, Healthcare, Activity Monitoring; Introduction to Industry 4.0; Application of IoT in Manufacturing.

Unit - 8 :

Relevance of IoT in Marketing; Impact of IoT in Marketing and Advertising; Application of IoT in Marketing;

Unit - 9 :

Growing Opportunities; Introduction to Smart Marketing.

Unit - 10 :

Relevance of IoT in Human Resource; Basic Framework; Impact of IoT on Human Resource; Growing Opportunities.

Unit- 11 :

Impact of IoT on Accounting Industry; Benefits of IoT Applications; Various Practices; Smart Accounting.

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**MBA
(Management Studies)**

(Semester – III)

MBAE - 3712

**SYSTEMS ANALYSIS AND DESIGN
(SAD)**



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MBAE-3712: Systems Analysis and Design (SAD)

Unit - 1 :

Overview of Systems Analysis and Design; Software applications today- the changing scenarios- Introduction to different methodologies and Structured System Analysis-

Unit - 2 :

Problem identification- requirement analysis: tools and techniques-feasibility analysis- Operational, Technical and Economic Feasibility--details of SDLC approach.

Unit - 3 :

Business Systems Concept; Systems Development Life Cycle; Project Selection: Feasibility Study.

Unit - 4 :

Tools for Analysis and Design of Business Systems; Methodologies Available;

Unit - 5 :

Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis.

Unit - 6 :

Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization,

Unit - 7:

Detailed Design; Modulation; Module Specification; File Design; Data Base Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available.

Unit - 8 :

System Controls and Audit Trails; System Administration and Training.

Unit - 9 :

Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition.

Unit - 10 :

Benchmarking, Vendor Selection, Operating System Selection,

Unit - 11 :

Language Processors, Performance and Acceptance Testing Criteria.

Unit - 12: R.P

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Managing Data Processing in an Organisation; Data Processing Setup; Project Management
Techniques for Managing Software Projects.

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**MBA
(Management Studies)**

(Semester – IV)

MBA - 4301

ENTREPRENEURSHIP DEVELOPMENT (ED)



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MBA-4301 : Entrepreneurship Development (ED)

Unit-1 :

Entrepreneurship – Elements, determinants, importance, scope; Entrepreneur – Qualities/ Traits, Classification;

Unit – 2 :

Entrepreneur ; Intrapreneur and Manager; Theories of entrepreneurship; Innovation and Creativity.

Unit – 3 :

Entrepreneurial opportunities; Business ideas – Sources, Techniques of generating business idea;

Unit – 4 :

Feasibility study – Purpose, Dimensions, Structure and Contents of feasibility report

Unit – 5 :

Business plan – Rationale, Stakeholders, Types, Structure and Contents.

Unit – 6 :

Entrepreneurial behaviour; Entrepreneurial Motivation; Stimulation, Support and Sustainability – Public and Private systems; Marketing assistance and support;

Unit – 7 :

Technical and technological assistance and support; Entrepreneurship Development Programmes – Need and Objectives.

Unit – 8 :

Management of Start-ups: Venture life cycle; Mobilisation of resources; Location, Layout, Business processes

Unit – 9 :

Operations planning and control; Accommodation and Utilities for start-ups

Unit – 10 :

Preliminary contracts entered into by start-ups; Problems and challenges faced by start-ups.

Unit – 11 :

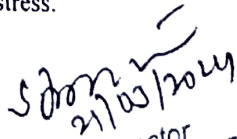
Actors of venture support system: Industry Associations; Self-help Groups; Business Incubators.

Unit – 12 :

Entrepreneurial finance & Venture life cycle; Sources of capital; Fixed capital and Working capital assessment, Availability and access to finance; Project proposal; Financial distress.

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MBA
(Management Studies)
(Semester – IV)
MBA - 4302
INTERNATIONAL BUSINESS (IB)



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MBA – 4302 : International Business (IB)

Unit - 1:

Introduction to International Business: Introduction to International Business, Elements of International Business, Globalisation.

Unit - 2:

International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade – mercantilism.

Unit - 3:

Absolute advantage, Comparative advantage, Heckscher – Ohlin , Product life cycle theory and Porter's diamond model.

Unit - 4:

International Business Environment: Introduction, Economic Environment, Political Environment,

Unit - 5:

Demographic environment, Legal Environment.

Unit - 6:

Culture and International Business: Introduction, Meaning of Culture, Country Culture

Unit - 7:

Culture in an International Business Organization.

Unit - 8:

Foreign Investments- Types and Motives: Foreign investments types of foreign investments, motives.

Unit - 9:

Regional integration: Introduction, Overview of Regional Integration, Types of Integration,

Unit-10

Regional Trading Arrangements, India and Trade Agreements.

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**MBA
(Management Studies)**

(Semester – IV)

MBAE - 4409

**RETAIL MARKETING
(RTM)**



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MBAE-4409 : Retail Marketing (RTM)

Unit - 1 :

Introduction, objective, definition and scope of Global , Indian and West Bengal Retail scenario.

Unit - 2 :

Future prospects, retail environment, Retail formats: evolution, different store formats in retail parlance

Unit - 3 :

Retail strategies, Segmentation , targeting and positioning with emphasis on changing Indian retail consumers' behavioural pattern.

Unit - 4 :

Retail store planning locations, design and layout, retail operation.,

Unit - 5 :

Retail Merchandising and supply chain management;

Unit - 6 :

Retail franchising in India. Retail research and retail management information systems

Unit - 7 :

Online retailing, Managing retail people

Unit - 8 :

customer service management in retail business.

Unit - 9 :

Retail marketing promotion: personal selling, direct selling,

Unit - 10 :

Advertising , sales Promotion P.R. Campaigns, event marketing, shop displays, T.V. selling.

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**MBA
(Management Studies)**

(Semester – IV)

MBAE - 4409

**RETAIL MARKETING
(RTM)**



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MBAE-4409 : Retail Marketing (RTM)

Unit - 1 :

Introduction, objective, definition and scope of Global , Indian and West Bengal Retail scenario.

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Unit - 3 :

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Retail store planning locations, design and layout, retail operation.,

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Retail Merchandising and supply chain management;

Unit - 6 :

Retail franchising in India. Retail research and retail management information systems

Unit - 7 :

Online retailing, Managing retail people

Unit - 8 :

customer service management in retail business.


Unit - 9 :

Retail marketing promotion: personal selling, direct selling,

Unit - 10 :

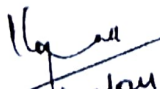
Advertising , sales Promotion P.R. Campaigns, event marketing, shop displays, T.V. selling.

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**MBA
(Management Studies)**

(Semester – IV)

MBAE - 4410

BRAND MANAGEMENT (BM)



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THE UNIVERSITY OF BURDWAN

MBAE-4410: Brand Management (BM)

Unit - 1 :

Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands.

Unit - 2 :

Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty.

Unit - 3 :

Brand Extension: Concepts, Need for Extension, Types of Extensions, Line Extension, Need for Line Extension

Unit - 4 :

Brand Extension Decisions, Potential pitfalls of Brand Extension.

Unit - 5 :

Brand Personality: Emotion centric brand personality, Human Centric Brand personality,

Unit - 6 :

Aaker's Brand personality Dimensions, Types of brand Personality, Brand anatomy, Brand essence.

Unit - 7 :

Brand Equity: Concept and Definitions, Measurement - Cost based Methods, Price based Methods, Customer based Methods

Unit - 8 :

Value Addition from Branding, Financial aspects of Branding, Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image

Unit - 9 :

Brand Personality: Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality.

Unit - 10 :

Brand Over time – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association

Unit - 11 :

Brand Revitalization, Brand Elimination, Concepts – Types

Unit - 12 :

Brand Positioning and Repositioning – Strategic Implications, Market Segmentation and Brand Positioning

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MBA
(Management Studies)

(Semester – IV)

MBAE 4411

TOURISM MARKETING
(TM)



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MBAE-4411: Tourism Marketing (TM)

Unit - 1 :

Origin of Marketing- Evolution of Marketing and understanding the Markets; Tourism Marketing – Tourism Product – Features of Tourism Product & design and mapping the products.

Unit - 2 :

Functions, Core Principles of Marketing , Concepts of Services Marketing, Forecasting market demand.

Unit - 3 :

Relationship between Market and Consumer: Micro & Macro Marketing Environment , Consumer Behaviour – Buyer Decision-making Process Market Research- Market Segmentation, Targeting and Market Positioning.

Unit - 4 :

Environmental Analysis, Internal marketing; Professional Sales, Marketing communication, P.R. for Tourism and Hospitality Industry, Crisis Management

Unit - 5 :

P's of Tourism Marketing: 8 P's of Tourism Marketing-Product, Place, Price, Promotion; Physical Evidence, People, Process & Packaging, Designing Tourism Product – Branding and Packaging

Unit - 6 :

Product Development – Product Life Cycle & Its Various Stages, Pricing Strategies and Approaches, Channels of Distribution, Advertising – Sales Promotion – Publicity – Personal Selling.

Unit - 7 :

Marketing of Tourism Products: - Trends in Tourism Marketing – Marketing of Known and Lesser Known Destinations, Airlines, Hotels, Resorts.

Unit - 8 :

Travel Agencies, Event Management Company. Organization and managing Tourism Markets, Marketing Plans.

Unit - 9 :

Marketing Skills for Tourism Business - Self Motivation – Team Building – Personality Development.

Unit - 10 :

Creativity & Innovation– Innovative Products in Tourism, Five –Gap Model of Service Quality, Marketing Control.

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**MBA
(Management Studies)**

(Semester – IV)

MBAE 4510

**MANAGEMENT ACCOUNTING FOR BUSINESS
DECISIONS (MABD)**



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MBAE:4510 Management Accounting for Business Decisions (MABD)

Unit - 1 :

Management accounting – Overview, Objective, Functions, Scope, Importance; Need for management accounting information;

Unit - 2 :

Management accounting vis-a- vis Financial accounting and Cost accounting; Tools and techniques of management accounting.

Unit - 3 :

Marginal costing : C-V-P analysis – Concepts, Assumptions, Profit-volume charts; Break-even analysis – Concepts, Assumptions, Break-even charts.

Unit - 4 :

Budget and Budgetary Control; Standard Costing & Variance Analysis: Cost variances and Sales variances.

Unit - 5 :

Relevant costing in decision-making: Relevant cost and Relevant benefits.

Unit - 6 :

Short-term decision making: Tools and Areas of short-term decision-making; Decision-making related to operations: Make or buy, Shut-down or continue, Manufacturing or sub-contracting,

Unit - 7 :

Second-shift working, Preventive or breakdown maintenance.

Unit - 8 :

Short-term decision making related to marketing: Product-mix, Acceptance of new order.

Unit - 9 :

Dropping product line, Pricing decisions.: Responsibility Accounting: Concept, Importance, Pre-requisites.

Unit - 10 :

Divisional performance measurement; Balanced Score Card: Concept, Perspectives.

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**MBA
(Management Studies)**

(Semester – IV)

MBAE 4511

**MERGER, ACQUISITION AND CORPORATE
RESTRUCTURING (MACR)**



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MBAE-4511 : Merger, Acquisition and Corporate Restructuring (MACR)

Unit - 1 :

Corporate Restructuring: Concept, Purpose, Types; Merger: Concept, Types, Motives, Procedure, Economic gains;

Unit - 2 :

Acquisition: Concept; Theories of mergers and acquisitions.

Unit - 3 :

Due diligence in merger and acquisition: Concept, Information evaluated; People involved in due diligence process.

Unit - 4 :

Parties interested in due diligence; Steps in due diligence; Reasons for failure of due diligence.

Unit - 5 :

Process of merger – Buy-side & Sell-side; Takeover and Defence Tactics;

Unit - 6 :

Acquisition strategy; Choosing a target firm; M&A Sale process.

Unit - 7 :

Financial analysis of M&A: Valuation of target firm; Sources of financing merger and acquisition deals;

Unit - 8 :

Discharge of purchase consideration; Accounting for M&A; Taxation aspects of M&A; Post-merger financial analysis.

Unit - 9 :

Post-merger issues – Integration in mergers, Levels of integration, Tools for integration,


Unit - 10 :

Failures in post-merger integration; Strategies for post-merger success; Post-merger growth strategies.

Unit - 11 :

Alternatives to merger to acquisition: Demerger, Divestiture, Strategic Alliance, Joint venture; Leveraged buy-out; Cross border acquisitions.

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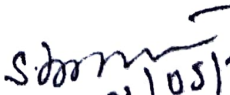
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MBA
(Management Studies)

(Semester – IV)

MBAE 4513

MULTINATIONAL FINANCE (MF)



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MBAE-4513 : Multinational Finance (MF)

Unit - 1 :

Nature & Scope of International Financial Management International Monetary System Bretton woods conference and afterwards, - IMF and the World Market

Unit - 2 :

Multilateral Financial institutions - International investors and foreign investment institutions (FII) FDI vs. FPI. EURO market- Role of finance manager in global context- Balance of payments.

Unit - 3 :

Foreign Exchange & Country Risk - Political Risk & MNC operations. Parity conditions in International Finance - Exchange Rate Determination - Factors influencing Exchange Rates-

Unit - 4 :

Structural model of Exchange Rate Determination. The Foreign Exchange Market: Spot Market - Forward Market- Futures Market - Options Market - Swaps - Arbitrage opportunities.

Unit - 5 :

Foreign Exchange Risk Management: Transaction exposure, translation exposure and economic exposure.

Unit - 6 :

Management of exposure - Hedging. Internal Techniques of Hedging. Speculation- Pay off profile.

Unit - 7 :

International Working Capital Management- Working capital policy - Basics of managing cash and Near cash Assets: Steps- Management of Receivables - Management of Inventory.

Unit - 8 :

International Banking- Process- Intermediary function- Direction and Purpose of lending- Lending risk- credit creation function- Control of International Banks.

Unit - 9 :

International Capital Budgeting- Evaluation criteria- cash flow- cost of capital.

Unit - 10 :

Adjusted present value approach- Sensitivity Analysis- Real options and project appraisal- Non-financial factors.

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**MBA
(Management Studies)**

(Semester – IV)

MBAE 4609

**STRATEGIC HUMAN RESOURCE
MANAGEMENT (SHRM)**



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MBAE-4609: Strategic Human Resource Management (SHRM)

Unit - 1 :

Strategic Human Resource Management: Framework and Integrative perspective—Models of Strategic HRM – Strategic HRM: Best Fit and Best Practice

Unit - 2 :

Strategic HRM and the Resource —-Based view of the firm– Strategic role of HR function– Aspects of Alignment between Business Strategies and HR strategies— Case Studies.

Unit - 3 :

Functional Strategic Human Resource Strategies— Employee resourcing strategy, Strategies for Managing Performance

Unit - 4 :

Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy— Case Studies.

Unit - 5 :

Strategic HRM and Strategic Change— Strategic HR issues and role of HR in the context of Employee Engagement, Change , Culture Management.

Unit - 7 :

Total Quality Management, Knowledge Management, Merger and Acquisition, HR Perspective of Corporate Governance etc— Case Studies.

Unit - 8 :

Evaluating and Measuring the Impact of Strategic HRM—Overview and Approaches—Quantitative and Qualitative Criteria– Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc

Unit - 9 :

Evaluating strategic Contributions of Traditional HR Areas— Strategic contribution of HRM to organizational success—High Performance Work Practices (HPWP)— Case Studies.

Unit - 10 :

Human Resource Strategy and the Dynamics of industry-based Competition– Strategic HRM for specific business situations—Strategic HRM practices in Knowledge Based Industry

Unit - 11 :

Strategic HR issues vis-à-vis Emerging Organizational Forms—Corporate HR Strategy in the Global Economy—Strategic HRM in 'New Normal'—Strategic HRM, Sustainable HRM Practices and Corporate Sustainability

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Unit - 12:

Strategic HR readiness in times of uncertainty and crises like pandemic, natural disaster etc, case Studies.—Strategic HRM vis- à-vis Artificial Intelligence, Machine learning, Robotics etc.

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MBA
(Management Studies)

(Semester – IV)

MBAE 4610

HUMAN CAPITAL MANAGEMENT
(HCM)



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MBAE - 4610: Human Capital Management (HCM)

Unit - 1 :

Concept of Human capital—Intellectual capital—Social capital—Organisation capital—Practical Implications of intellectual capital theory. Concept of HCM—Rationale for HCM

Unit - 2 :

HCM and HRM— concept of human capital advantage and resource-based strategy—Process of HCM—HCM Drivers, HCM Journey, Developing HCM - Measuring HR.

Unit - 3 :

Practice of HCM: Human Capital Data—Measuring human capital—Measurement Issues, Classification of measures, Developing Measures—Human Capital Measurement Models

Unit - 4 :

Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor,

Unit - 5 :

Organisational Performance Model, Human Capital Index, Engagement Model, People and Performance Model —Human capital reporting—applications of HCM.

Unit - 6 :

The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management

Unit - 7 :

Role of HR in HCM—The business partner concept and HCM—The skills HR specialists need for HCM— Future of HCM.

Unit - 8 :

ROI of Human Capital— Measurement of Human capital's contribution to enterprise goals— Human capital value circle.

Unit - 9 :

Enterprise—level Metrics, Foundation Trait Metrics, Structural trait Metrics—Leverage of Human capital ROI.

Unit - 10 :

Human Resource Accounting—Concept, Development & State of the Art, Role of HR Accounting

Unit - 11 :

HR Accounting Models, Applications & Implementation—Issues in budgeting HR.

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Unit - 12 :

HR Audit—Concept, Types, Process, Approaches. Human Resource Audit—Information gathering, evaluation, analysis and action planning.

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MBA
(Management Studies)
(Semester – IV)
MBAE 4611
CONTEMPORARY INTERVENTIONS
IN
HUMAN RESOURCE MANAGEMENT
(CIHRM)



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**MBAE-4611: Contemporary Interventions in Human Resource Management
(CIHRM)**

Unit - 1 :

HR in knowledge era – Knowledge creation and knowledge Management; Knowledge Process Outsourcing (KPO);

Unit - 2 :

Corporate success vis-à-vis competitive advantage; Entrepreneurship Development.

Unit - 3 :

Human Resource Information System (HRIS); Human Resource Accounting;

Unit - 4 :

Human Resource Auditing; Human Resource in Information Technology Organizations; Quality of work life.

Unit - 5 :

Virtual Organization – characteristics, Types of virtual organization; Emerging HR issues in virtual organizations;

Unit - 6 :

Performance Management in virtual organizations; Learning organization; Business Process Outsourcing (BPO).

Unit - 7 :

Strategic Alliance, Human Resource Mergers' and Acquisitions – Stages of Merger & Acquisition; key to success of M & A; skills and competencies of HR professionals;

Unit - 8 :

International Human Resource Management; Domestic vs International HRM.

Unit - 9 :

Corporate Social Responsibility (CSR); Job stress – Eustress and Distress; Symptoms of stress; Sources; Consequences of stress

Unit - 10 :

Management of stress; Burnout: Symptoms & strategies; employee counseling; Mentoring.

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**MBA
(Management Studies)**

(Semester – IV)

MBAE 4709

**ADVANCED OPERATIONS RESEARCH
(AOR)**



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MBAE-4709 : Advanced Operations Research (AOR)

Unit - 1 :

Advanced Linear Programming Methods: Simplex Directions and Matrix method of solving Linear Programming Problems (LPP)

Unit 2 :

Bounded Variables, Techniques in Solving LPP, Revised Simplex Method.

Unit - 3 :

Stochastic Processes : Introduction; Markov Processes;

Unit - 4 :

Queuing Process

Unit - 5 :

Non Linear Programming: Classical Optimization;

Unit - 6 :

Quadratic Programming .

Unit - 7 :

Dynamic Programming – Deterministic Approaches and Stochastic Approaches.

Unit - 8 :

Game Theory – Static and Dynamic Games

Unit - 9 :

Deterministic and Stochastic Games.

Unit - 10 :

Inexact Optimization Algorithms like Genetic Algorithm.

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The University of Burdwan

21/05/2024
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713101

**MBA
(Management Studies)**

(Semester – IV)

MBAE 4710

**TOTAL QUALITY MANAGEMENT
(TQM)**



The University of Burdwan

Centre for Distance and Online Education

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West Bengal

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ASSISTANT PROFESSOR
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MBAE-4710 : Total Quality Management (TQM)

Unit - 1 :

Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop.

Unit - 2 :

Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans;

Unit - 3 :

Statistical Process Control; Process Capability Studies.

Unit - 4 :

Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes;

Unit - 5 :

Quality Improvement Teams; Q-7 tools.

Unit - 6 :

Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability

Unit - 7 :

Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions: Total Productive Maintenance (TPM).

Unit - 8 :

Quality Audits; Lead Assessment and ISO- Standards; Marketing Aspects of T.Q.; Total Quality of Services;

Unit - 9 :

Total Quality and Safety; Six Sigma; DMAIC for Problem Solving; DMADV

Unit - 10 :


Tools for Quality Assurance – Old Tools, New Tools like CPM, PDPC;

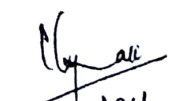
Unit - 11 :

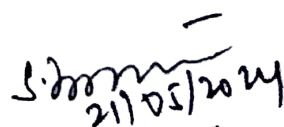
Method of Building House of Quality; Acceptance Sampling, Double Sampling,

Unit - 12 :

Sequential Sampling; Basics of ISO 9000 Standards.


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**MBA
(Management Studies)**

(Semester – IV)

**MBAE 4713
SMART MANUFACTURING
(SMFG)**



The University of Burdwan

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MBAE-4713 : Smart Manufacturing (SMFG)

- Unit - 1 :
Basic Concepts of Smart Manufacturing – Components; Technological Requirements;
- Unit - 2 :
Various Frameworks of Smart Manufacturing.
- Unit - 3 :
Internet of Things – Basic Concepts; IoT;
- Unit - 4 :
RFID Technologies; Embedded Computing Devices; Data Mining Models.
- Unit - 5 :
Industry 4.0 Standards; Concepts related to Big Data; Map Reduce; Big Table; Hadoop.
- Unit - 6 :
Cloud Computing Concepts; Software Packages;
- Unit - 7 :
Various Cloud Based Softwares and Tools.
- Unit - 8 :
Cyber - Physical System; Smart Health; Smart Transportation;
- Unit - 9 :
Smart Infrastructure – Sensor Technology.
- Unit - 10 :
Communication Technologies – Wi-fi Connection;
- Unit - 11 :
BlueTooth Connection; Wired Connections.

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2024 -

Shammi
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