

**MASTER OF BUSINESS ADMINISTRATION(MBA) Revised & Final Syllabus for the Batch starting  
from the Academic Year 2008-2009**

**First Semester: 8 Compulsory Courses**

<b>Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Contact Hours</b>	<b>Marks</b>
<b>MB 101</b>	<b>Business Economics I</b>	4	40	100
<b>MB 102</b>	<b>Business Communication</b>	4	40	100
<b>MB 103</b>	<b>Management Information Systems I</b>	4	40	100
<b>MB 104</b>	<b>Organizational Behaviour I</b>	4	40	100
<b>MB 105</b>	<b>Quantitative Methods I</b>	4	40	100
<b>MB 106</b>	<b>Fundamentals of Accounting</b>	4	40	100
<b>MB 107</b>	<b>ISS &amp; VA*</b>	4	40	100
<b>MB 108</b>	<b>Business Laws</b>	4	40	100
	<b>Total</b>	<b>32</b>	<b>320</b>	<b>800</b>

- ISS – Indian Social Structure; VA – Values & Ethics in business

**Second Semester: 8 Compulsory Courses**

<b>Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Contact Hours</b>	<b>Marks</b>
<b>MB 201</b>	<b>Business Economics II</b>	4	40	100
<b>MB 202</b>	<b>Organizational Behaviour II</b>	4	40	100
<b>MB 203</b>	<b>Quantitative Methods II</b>	4	40	100
<b>MB 204</b>	<b>Production &amp; Operations Management</b>	4	40	100
<b>MB 205</b>	<b>Management Information Systems II</b>	4	40	100
<b>MB 206</b>	<b>Human Resource Management</b>	4	40	100
<b>MB 207</b>	<b>Financial Management</b>	4	40	100
<b>MB 208</b>	<b>Marketing Management</b>	4	40	100
	<b>Total</b>	<b>32</b>	<b>320</b>	<b>800</b>

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**Third Semester: 2 Compulsory, 4 Specialization Courses and Project Work**

Code	Course Name	No. of Credits	Contact Hours	Marks
MB 301	Management Accounting	4	40	100
MB 302	Operations Research	4	40	100
MB 303	Project Work & Viva Voce	8	-	100
Specialization	Four courses – three from one specialization and one from another specialization	16	160	400
	<b>Total</b>	<b>32</b>	<b>240</b>	<b>700</b>

**Specialization:**

Code	Course Name	Code	Course Name
MM 301	<b>SALES &amp; DISTRIBUTION MANAGEMENT</b>	SM 301	<b>DATABASE MANAGEMENT</b>
MM 302	<b>ADVERTISING &amp; SALES PROMOTION</b>	SM 302	<b>SYSTEM ANALYSIS &amp; DESIGN</b>
MM 303	<b>MARKETING RESEARCH</b>	SM 303	<b>COMPUTER AIDED MANAGEMENT</b>
FM 301	<b>CORPORATE TAXATION &amp; TAX PLANNING</b>	HR 301	<b>EMPLOYMENT &amp; COMPENSATION ADMINISTRATION</b>
FM 302	<b>CORPORATE FINANCE</b>	HR 302	<b>HUMAN RESOURCE PLANNING</b>
FM 303	<b>SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>	HR 303	<b>LABOUR LAWS</b>
HSA301	<b>CONCEPT OF COMMUNITY HEALTH</b>	SD 301	<b>Business Environment and Sustainable Development</b>
HSA302	<b>EPIDEMIOLOGY &amp; ANALYSIS OF HEALTHCARE INFORMATION DATA</b>	SD 302	<b>System Approach to Sustainable Development</b>
HSA303	<b>HEALTH POLICY &amp; NATIONAL HEALTH PROGRAMME</b>	SD 303	<b>Sustainable Development in the context of Human Development</b>
SHM 301	<b>Shipping Practice</b>	PLM 301-	<b>International Transport Systems</b>
SHM 302	<b>Commercial &amp; Shipping Law</b>	PLM 302	<b>– Port / Shipping / Labour Laws</b>
SHM 303	<b>Shipping Economics &amp; e-Business</b>	PLM 303	<b>– Port Operation Management</b>

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Fourth Semester: 2 Compulsory, 4 Specialization Courses and Project Work**

Code	Course Name	No. of Credits	Contact Hours	Marks
MB 401	Project Management & Entrepreneurship Development	4	40	100
MB 402	Strategic Management	4	40	100
MB 403	Comprehensive Viva Voce	8	-	100
Specialization	Four courses – three from one specialization and one from another specialization	16	160	400
	<b>Total</b>	<b>32</b>	<b>240</b>	<b>700</b>

**Specialization:**

Code	Course Name	Code	Course Name
MM 404	INTERNATIONAL MARKETING	SM 404	SOFTWARE MANAGEMENT
MM 405	SERVICE MARKETING	SM 405	E - BUSINESS
MM 406	CONSUMER BEHAVIOUR	SM 406	FUNDAMENTALS OF NETWORKING
FM 404	FINANCIAL INSTITUTES AND MARKETS.	HR 404	INDUSTRIAL RELATIONS
FM 405	INTERNATIONAL FINANCE	HR 405	ORGANIZATIONAL DEVELOPMENT
FM 406	DERIVATIVES AND RISK MANEGEMENT	HR 406	HUMAN RESOURCE DEVELOPMENT
HSA404	LAW	SD 404	Sustainable livelihood for sustainable development
HSA405	PLANNING, ORGANIZING & MANAGEMENT OF HEALTH SERVICE	SD 405	Agribusiness for sustainable development
HSA406	LOGISTICS MANAGEMENT IN HEALTH CARE UNITS & STORAGE & DISTRIBUTION	SD 406	Participatory approaches, research methods for sustainable development
SHM 401	Ship Operation Management	PLM 401	Commercial Shipping
SHM 402 –	Maritime Financial Management	PLM 402	Cargo Handling Systems Management
SHM 403 –	Maritime HR Management	PLM 403	Port Modernization & Traffic Forecasting

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**1<sup>st</sup> Semester**

**WBUT/MBA/ Ist Sem**  
**(4 Credit : 40 hrs)**

**[MB – 101] : Business Economics-I**

**(MANAGERIAL ECONOMICS)**

Chapter 1 : Introduction to Managerial Economics

Managerial Decision Making and Economic Theory, Goals of the firm: Measuring and Maximising Economic Profit, Economic Cost of Using Resources, Economic Profit versus Accounting Profit, Other Goals (Value Maximisation, Revenue Maximisation etc.), Forms of Business Organisation, Separation of Ownership and Control, Pricing decisions under Risk and Uncertainty, The Principal-Agent Problem, Asymmetric Information, Moral Hazard and Adverse Selection. (4L)

Chapter 2 : Demand Analysis

- (A) Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity (at a point and over and interval), Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and Share in Total Expenditure; Cross-Price Elasticity, Substitutes and Complements; (5L)
- (B) Introduction to methods of demand estimation (2L)
- (C) \* #Indifference curves, budget line and consumer equilibrium, (2L)  
ICC, PCC (idea only)

Chapter 3 : Production and Cost Analysis

- (A) Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP. (4L)
- (B) Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope, (3L)
- (C) Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Isocost Curves, \* # Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function, (4L)
- (D) Law of supply, elasticity of supply, market equilibrium, changes in equilibrium. (2L)

Chapter 4 : Managerial Decision Making under Alternative Market Structures

- (A) Characteristics of Perfect Competition, #Profit Maximisation in Competitive Markets, Output Decision in the Short Run, Shut Down Point, Short Run Supply for the Firm and Industry; Output Decision in the Long Run, Break Even Point, Long Run Supply for the Perfectly Competitive Industry, Profit Maximising Input Usage under Competitive Conditions; (3L)
- (B) Profit Maximisation under Monopoly, Output and Pricing Decisions in the Short and Long Run, (2L)
- (C) Short and long run equilibrium under monopolistic competition (1L)
- (D) Interdependence of strategic decision making – oligopoly, Collusion – cartels, price leadership. (2L)

Chapter 5 : Pricing Decisions

Price Discrimination under Monopoly, Average Cost Pricing, Marginal cost pricing, Peak Load Pricing, Limit Pricing, Multi-product Pricing, Transfer Pricing. (5L)

Chapter 6: Externalities and Market Failure

Understanding externalities and market failures, pricing under market failure (2L)

**References for Business Economics – I**

Damodaran, Suma – Managerial Economics – Oxford University Press  
Hirschey, Mark – Economics for Managers – Thomson South-Western  
Lipsey & Chrystal - Economics(Eleventh Edition) – Oxford University Press

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Maddala & Miller -Micro Economics – Theory & Applications(International Edition) –  
Tata McGraw Hill

Maurice & Thomas –Managerial Economics – Tata McGraw Hill

Peterson & Lewis – Managerial Economics – Prentice Hall of India Pvt. Ltd. /Pearson Education.

Pindyck and Rubinfeld (Sixth Edition) - Micro Economics – Prentice Hall of India Pvt. Ltd./Pearson Education

Salvatore, Dominick - Managerial Economics in a Global Economy –Oxford University Press -

Salvatore, Dominick - Micro Economics – Theory & Applications(Fourth Indian Edition) –  
Oxford University Press

Samuelson & Nordhaus – Economics(Sixteenth Edition) - Tata McGraw Hill

Sen, Anindya - Micro Economics – Theory & Applications – Oxford University Press

\* both numerical and graphical methods to be discussed

# Only basic idea on second order condition required.

**WBUT/MBA/ I st Sem**  
**(4 Credit : 40 Hrs)**

## **[MB 102]: BUSINESS COMMUNICATION**

### **Module – I (20 hrs)**

1. **Principles of Communication** – Definition, Purpose, Process, Types [ 2L]
2. **Verbal Communication** – Target group profile, Barriers of Communication, Listening, Feedback, Presentation Skills, Use of Aids, Public Speaking, Practice Presentation, Non Verbal Communication [ 6L+ 6p]
3. **Written Communication** – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading. [ 4L]
4. **Report Writing** – Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing. [ 2L ]

### **Module – II (20 hrs)**

5. **Internal Communication** – Circulars, Notices, Memos, Agenda and Minutes [4L + 2P]
6. **External Communication** – Resume/CV, Using Facsimiles (Fax), Electronic Mail, Handling Mail [ 4 L ]
7. **Writing Business Letters** – Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement [2L + 4P ]
8. **Handling Business Information** – Annual Report, House Magazine, Press Release, Press Report . [ 2 L + 2P]

### **Readings**

Blundell J. A & Middle N. M. G.: Career – English for the Business and Commercial World, Oxford University Press. .

Kaul , Asha - Effective Business Communication, Prentice Hall.

Raman, M & Singh, P - Business Communication, OUP

Rizvi, M. Ashraf - Effective Technical Communication, Tata McGraw Hill

Taylor, Shirley - Communication for Business, 4<sup>th</sup> Edn.-Pearson Education.

**WBUT/MBA/ I st Sem**

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**(4 Credit : 40 hrs)**

**[MB-103]: Management Information Systems-I**  
[Information Technology applications in Business]

**[1] Information Technology concepts: [4L]**

Data v. information, Classification of hardware and software  
System software & Application software, open source software  
Operating system concepts  
IT resources.

**[2] Systems concepts: [10L]**

Systems, components of a system, interfaces & boundaries, environment of a system  
Types of Systems  
Information system as a system, CBIS  
Types of CBIS (brief descriptions and their interrelationships/hierarchies):  
Office Automation System(OAS), Transaction Processing System(TPS),  
Management Information System(MIS), Decision Support Systems (DSS),  
Executive Information System(EIS),  
Knowledge based system, Expert system.  
Systems Development Life cycle(SDLC)  
Life cycle models: Waterfall model, Prototyping model, Spiral model

**[3] Office Automation: [12P]**

[a] Word Processing software (e.g. MS-Word/openoffice.org)  
Creating and editing documents.  
Mail merge.

[b] Spreadsheet application (e.g. MS-Excel/openoffice.org)  
Creating and editing spreadsheets.  
Drawing charts.

Using Functions: text, math & trig, statistical, date & time, database, financial, logical, information  
Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter),  
data validation, what-if analysis (using data tables/scenarios),  
creating sub-totals and grand totals, pivot table/chart,  
goal seek/solver.

[c] Presentation software (e.g. MS-Powerpoint)  
Creating and editing presentations.  
Applying slide background, images,etc.  
Adding slide transition effect, animation effects, slide timings.

[d] Email

**[4] Data communication & Networking [4L]**

[a] Need for computer networking, components of a data communication system,  
direction of data flow(simplex, half-duplex, full-duplex)

[b] Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet,  
WWW.

[c] Network topology, transmission media.

[d] Applications of networking in business and society: email, social networking, telemedicine, etc.

**[5] E-commerce / E-business [4L]**

[a] Overview, Definitions, Advantages & Disadvantages of E-commerce

[b] Business models of e-commerce: models based on transaction party (B2B, B2C,B2G,  
C2B, C2C, E-Governance), models based on revenue models

[c] Risks of e-commerce and security measures

**[6] Threats to Computer systems and control measures [3L]**

Concepts of threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism).  
Concepts of security measures: firewall, encryption.

**[7] Real Time Application in Business : [3L]**

Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications

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viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples;  
Electronic Fund Transfer (EFT).

**Suggested Readings**

Bharat, Bhaskar : Electronic Commerce - Technologies & Applications. TMH  
Forouzan : Data Communication & Networking, TMH.  
ISRD, Structured System Analysis and Design, Tata McGraw Hill  
Joseph, P.T. : E-commerce An Indian Perspective, PHI  
Pressman, Roger : Software Engineering - A Practitioner's Approach , TMH  
Rajaraman V., Systems Analysis and Design, PHI  
Sommerville : Software Engineering-Pearson Education.  
Tanenbaum : Computer Networks, Pearson Education  
Taxali, R. K. : I.T. Tools & Applications , TMH  
Westland & Clark : Global Electronic Commerce, Universities Press

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**WBUT/MBA/ I st Sem**  
**(4 Credit : 40 hrs)**

**[MB –104]: ORGANIZATIONAL BEHAVIOUR – I**

**Module – I (20 hrs)**

1. **OB – Overview** – Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry. [2 L]
2. **Organization Theory** – Classical Theories : Scientific Management, Administrative Principles, Theory of Bureaucracy; Human Relations Approach; Modern Theories : Systems Approach, Contingency Approach, Quantitative Approach, Behavioural Approach [10 L]
3. **Work Motivation** – Approaches to Work Motivation, Theories of Motivation – Maslow's Hierarchy of Need Theory, Alderfer's ERG Theory, Herzberg's Motivation-Hygiene Theory, McClelland's Achievement – Motivation Theory, McGregor's Theory X & Y, Vroom's Expectancy Theory, Porter and Lawler Expectancy Model. [8 L]

**Module – II (20 hrs)**

4. **Personality and Individual Differences** – Meaning of Personality, Determinants of Personality, Theories of Personality, Measurement of Personality, Development of Personality. [6 L]
5. **The Process of Perception** – Process and Principles, Nature and Importance, Factors Influencing Perception, Perceptual Selectivity, Making Judgements, Social Perception. [4 L]
6. **Learning** – Concepts and Principles, Theories of Learning, Types, Techniques of Administration, Reinforcement, Punishment, Learning about Self. [4 L]
7. **Attitudes and Job Satisfaction** – Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys. [4 L]
8. **Work Stress** – Understanding Stress, Potential Sources of Stress, Consequences of Stress, Managing Stress. [2 L]

**Readings**

Daft, R.L. : Organisational Theory and Design, Thomson  
Fincham, R & Rhodes, P. : Principles of Organizational Behaviour, OUP  
Hellriegel, D. Slocum Jr JW. , Woodman RW : Organizational Behaviour, Thomson  
Luthans, Fred : Organizational Behaviour, McGraw Hill  
Newstrom J. W. & Davis K. : Organizational Behaviour, McGraw Hill.  
Robbins, S. P., Judge, T.A. & Sanghi, S. : Organizational Behaviour, Pearson  
Shukla, Madhukar : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall

**WBUT/MBA/1<sup>st</sup> Sem**  
**(4 Credit = 40 hours)**

**[MB-105]: QUANTITATIVE METHODS – 1**  
(Mathematics & Descriptive Statistics)

**Module I (Mathematics)**

1. Set theory – Concepts and business applications [3L]

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2. Functions – basic concepts, different types and applications [2L]
3. Derivatives (single variable) – basic working rules; applications to optimization problems and curve sketching [5L]
4. Partial derivatives – basic working rules and applications to optimization [2L]
5. Constrained optimization – use and interpretation of the Lagrange multiplier [2L]
6. Fundamentals of convexity and concavity and idea about their usage [2L]
7. Concept of integration and working rules; application to business and economic problems [4L]
8. Matrices and their applications [2L]
9. Combinatorics – Principles of counting; Permutations and Combinations; Inclusion-Exclusion principle [3L]
10. Probability and its applications in business and economics [3L]

### Module II (Descriptive Statistics)

1. Scope, functions and limitations of statistics [1L]
2. Collection and presentation of data – Tabular and diagrammatic representation, Frequency distribution, relative frequency, cumulative frequency; Bar graphs and pie charts; Histogram, Ogive. [2L]
3. Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles [2L]
4. Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. [3L]
5. Measures of shape and relative location; Skewness and Kurtosis; Chebyshev's Theorem [1L]
6. Simple correlation and regression analysis [3L]

### Suggested Readings

Aczel – Complete Business Statistics (6<sup>th</sup> edition); TMH  
Anderson, Sweeny and Williams – Statistics for Business and Economics (9<sup>th</sup> edition); Thomson Learning  
Anthony, M. and Biggs, N. – Mathematics for Economics and Finance: Methods and Modeling; CUP  
Dowling, E.T. – Introduction to Mathematical Economics; Schaum's Outline Series  
Hoy Michael et.al. - Mathematics for Economics(2<sup>nd</sup> edition); PHI  
Raghavachari, M– Mathematics for Management; TMH  
Sharma, J.K - Business Statistics, Pearson Education.

**WBUT/MBA/ I st Sem**  
**(4 Credit : 40 Hrs)**

### **[MB-106]: Fundamentals of Accounting**

#### Module – I (Financial accounting)

1. **Introduction to Financial Accounting** – Concepts – Conventions – Importance and scope – Accounting Principles – Double entry system – Brief overview of accounting cycle – introduction to Balance Sheet and Income Statement  
**10L**
2. **Accounting for Fixed assets** – Introduction – Valuation of Fixed assets – principles and norms of standard accounting treatment (AS 10) **4L**
3. **Depreciation** – Methods – Accounting – Importance **2L**
4. **Revenue Recognition** - Introduction -Definitions -Sale of Goods -Rendering of Services -The Use by Others of Enterprise Resources Yielding Interest-Royalties and Dividends -Effect of Uncertainties on Revenue Recognition - accounting standard (AS 9) **4L**
5. **Provisions** – Doubtful Debt – Bad Debt – Importance – Provisions – Reservations – Accounting Treatments **2L**

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6. **Financial Statements** – Introduction to Corporate Final Accounts as per Schedule VI of Companies Act 1956  
Income Statement – Interpretation of Annual Reports.  
**2L**

**Module – II(Cost accounting)**

1. **Cost Accounting** : key terms, cost concepts, classifications, total cost components, cost accounting and management accounting, cost accounting and financial accounting.  
**6L**
2. **Elements of Cost** : Materials (Purchasing, Storekeeping, Issue, Pricing & Control); Labour (Costing & Control) ; Overheads ( Analysis, Distribution and Control, Treatment of Special Items). [6 L]  
**10L**

**Readings :**

**Module I**

**Text:**

Bhattacharyya, Ashis K.: Financial Accounting for Business Managers, PHI  
Gupta: Financial Accounting for Management, Pearson education  
Narayanaswamy, R : Financial Accounting, PHI  
Ramchandran, Kakani: Financial Accounting for managers, Tata McGraw-Hill  
Shah : Basic Financial Accounting For management, OUP

**Reference:**

Anthony, Hawkins, Merchant: Accounting:Text & Cases, McGraw-Hill International  
Horngren, Sundem, Elliot: Introduction to Financial Accounting, Pearson Education  
Weygandt, Kieso, Kimmel: Financial Accounting, Wiley

**Module II**

**Text:**

Banerjee, Bhabatosh - Cost Accounting : Theory and Practice, PHI, 12<sup>th</sup> edition, 2007  
Bhattacharyya, Ashis K - Principles and Practice of Cost accounting, PHI  
Jain ,S. P. & Lall Nigam, B M : Cost Accounting - Principles & Practice, PHI

**Reference:**

Horngren, Dattar, Foster: Cost Accounting, Pearson education

**WBUT/MBA/ I st Sem**  
**(4 Credit : 40 hrs)**

**[MB-107]: INDIAN SOCIAL STRUCTURE AND VALUES & ETHICS IN BUSINESS**

**Module - I (20 hrs)**

1. **Nature and Types of Indian Society** - Demographic Profile (Population, Language, Religion, Culture), Agrarian Society, Industrial Society, Tribal Society. [4L]
2. **Social Stratification** - Caste System, Class Structure, Minority Groups, Scheduled Caste/Tribe, Other Backward Communities, Weaker Sections. [4L]

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3. **Socio-Economic Problems** - Population, Poverty, Illiteracy, Unemployment, Child Labour, Alcoholism, Narcotic addiction, Occupational Disease, Malnutrition, Insurgency, Terrorism, Crime, Project Affected Persons. [4L]
4. **Industrialism and Social Change** - Effects on Community, Impact on Family Structure and Roles of Male & Female, Family Economy, Child Care, Aged in the Family, Quality of Life. [4L]
5. **Social Integration** - Constitutional Safeguards, Legal Approach, Inequality Removal Programmes, Voluntary Approach by NGOs, Role of Politicians, Role of Govt, Role of Business Houses, Rural Development Programmes, International Neighbours, Rehabilitation and Resettlement of Project Affected Persons. [4L]

**Module - II (20 hrs)**

6. **Values** - Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, across Cultures. Values [2L]
7. **Business Ethics** - Nature, Characteristics and Needs, Ethical Practices in Management. [2L]
8. **Indian Values and Ethics** - Respect for Elders, Hierarchy and Status, Need for Security, Non - Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Worklife, Attitudes and Beliefs. [6L]
9. **Corporate Social Responsibility (CSR)** - Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of Under-privileged People, Social Welfare and Community Development Activities . [6L]
10. **Ethics and Corporate Excellence** - Code of Ethics in Business, Strategies of Organizational Culture Building, Customer Care, Care of the Employees as per Statutes. [4L]

**Readings**

Beteille, Andre - Society and Politics in India, OUP  
Chakraborty, S. K. - Values and Ethics for Organisations, OUP  
Fernando, A.C. - Business Ethics - An Indian Perspective, Pearson  
Gupta, Dipankar - Social Stratification, OUP.  
NCERT - Text Book on Indian Society  
Srinivas, M. N.- Social Structure and Caste and Other Essays, OUP.

**WBUT/MBA/I st Sem**  
**(4Credit : 40 hrs)**

**MB-108 : BUSINESS LAWS**  
**Module – I ( 20 hrs )**

1. **Concept of Law** - Society, State and Law, Enforceability of Law, Mercantile Law. [4L]
2. **Indian Contract Act, 1872** – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency

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[6L]

11. **Negotiable Instruments Act, 1881** – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques .

[6L]

4. **Sale of Goods Act, 1930** – Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods.

[4L]

Module – II (20 hrs)

5. **Companies Act, 1956** – Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies.

[6L]

6. **Consumer Protection Act, 1986** – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty.

[4L]

7. **Laws relating to** - Patents, Trade marks, Competition, Copyright, Packaging, Fair Trade Practices, Shops and Establishments, Cyber Laws, Banking Regulation, Insurance Regulation.

[ 10L]

**Readings:**

2. H.K. Saha Ray- Law of Contracts – Eastern Law Book House
3. P. P. S. Gogna : A Textbook of Business Law, S. Chand & Co.
4. Commercial Law- Bharat Law House, New Delhi
5. M. S. Pandit & S. Pandit : Business Law, Himalaya Publishing.
6. K. R. Bulchandani : Business Law, Himalaya Publishing.

2<sup>nd</sup> Semester

**[MB – 201] : Business Economics-II**

**WBUT/MBA/2<sup>ND</sup> Sem**  
**(4 Credit : 40 hrs)**

**Macroeconomic Theory and Business Environment of India**

1. **Circular Flow of Income and Concepts of Macro Aggregates:**

Core concepts of business cycle and phases; National Income Accounting, Three methods of measuring GDP/GNP, concepts in open and closed economy (4L)

2. **Theory of Income Determination:**

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**Simple Keynesian Model:** closed economy, concepts of consumption and investment as addition to capital stock, private autonomous expenditure multiplier, introducing the Government – fiscal policy – Government expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier, Extension: Paradox of Thrift ( Multiplier Analysis – both mathematical and graphical methods to be discussed.)

**Introduction of money and asset market: IS-LM:** Fiscal policy and monetary policy, comparison of crowding out effects.

**Introduction to foreign trade :** export and import multipliers

(15L)

### 3. Inflation and Unemployment:

Concepts of inflation – demand pull and cost push, Stabilization policies, introduction to Philips curve as relation between inflation and unemployment. (2L)

### 4. International Linkages:

Concepts of Balance of Payments; alternative exchange rate systems – fixed, flexible and managed float; Comparative Advantage as basis for trade; tariff and non-tariff barriers. (5L)

**Reference:** Principles of Macroeconomics, Soumyen Sikdar, Chapter 7  
Managerial Economics, Suma Damodaran, Chapter 15  
Economics(Eleventh Edition) – Lipsey & Chrystal – chapter 22,23  
Macroeconomics – Dornbusch & Fischer – Chapters 12  
Economics(Sixteenth Edition) - Samuelson & Nordhaus – 34,35

### 5. Planning, Growth and Development :

- A brief introduction to Indian Planning system, Planning and Marketisation, Imperative and Indicative Planning (1L)

**Reference:** Economic Environment of Business: S.K. Mishra and V.K. Puri

- Concepts of Growth and Development, understanding of required rate of savings through incremental capital-output ratio, required money supply growth with income elasticity of money demand, (1L)

**Reference:** Growth and Development, A P Thirlwal

### 6. Economic Crisis of India in Late '80s and Road to Liberalization –

- Economic crisis, Economic Reforms commencing from 1991, understanding of Macroeconomic Stabilization and Structural Reforms, (1L)

**Reference:** Economic Environment of Business: S.K. Mishra and V.K. Puri, Chapter 18  
Indian Economy since Independence, Uma Kapila ed.  
Indian Economy: Datt & Sundharam, Chapter 15,16

- *Monetary and Fiscal Policy Reforms*– Composition of Indian money market, Components and Instruments of Monetary policy, Concepts and Management of Deficits, (2L)

**Reference:** Indian Economy: Datt & Sundharam, Chapter 51, 55  
Indian Economy since Independence, Uma Kapila ed.

- *New Industrial Policy and Labour Reforms* –Issues of privatization, Disinvestment and divestment, industrial sickness, labour market reforms-some conceptual issues, safety net for labour (3L)

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**Reference:** Economic Environment of Business: S.K. Mishra and V.K. Puri, Chapter 27, 35, 44  
Indian Economy since Independence, Uma Kapila ed.  
Indian Economy: Datt & Sundharam, Chapter 10

- *Banking and Capital Market Reforms*- Banking structure in India, Banking sector reforms Composition of Indian capital market, SEBI and Capital Market Reforms (3L)

**Reference:** Indian Economy: Datt & Sundharam, Chapter 51  
Indian Economy since Independence, Uma Kapila ed.  
Economic Environment of business: S.K. Mishra and V.K. Puri, Chapter 47

- *Trade Policy Reforms* –major components of trade policy reforms, idea of FEMA, current and capital account convertibility. (3L)

**Reference:** Indian Economy: Datt & Sundharam, Chapter 47  
Indian Economy since Independence, Uma Kapila ed.  
Economic Environment of business: S.K. Mishra and V.K. Puri, Chapter 28, 29

**Reference**

Macroeconomic theory – W.H. Branson – AITBS Publishers  
Managerial Economics – Suma Damodaran – Oxford University Press  
Macroeconomics - E. D'Souza - Pearson Education  
Macroeconomics – Dornbusch & Fischer – Tata McGraw Hill  
Macroeconomics Theory and Applications – G.S.Gupta - Tata McGraw Hill  
Economics(Eleventh Edition) – Lipsey & Chrystal – Oxford University Press  
Principles of Macroeconomics - N.Gregory Mankiw – Thomson South-Western  
Economics(Sixteenth Edition) - Samuelson & Nordhaus – Tata McGraw Hill

Indian Economy – Datt & Sundharam – S.Chand  
Economic Environment of Business – Mishra & Puri – Himalaya Publishing House  
Indian Economy since Independence – Uma Kapila Edt.

**WBUT/MBA/2<sup>ND</sup> Sem**  
**(4Credit : 40 Hrs)**

**[MB – 202] : ORGANIZATIONAL BEHAVIOUR – II**

**Module – I ( 20 hrs)**

1. **Organization** : Mission, Goals, Characteristics, Types, Structure & Design – Elements, Designs by Function, Product, Location, Matrix; Virtual Organisation, Learning Organisation, Mechanistic and Organic Models; Determinants of an Organization Structure – Strategy, Size, Technology & Environment [ 6 L]
2. **Managerial Perspectives on Organizational Behaviour** : Management Functions, Managerial Roles, Skills, Challenges and Effectiveness [ 4 L]
3. **Organizational Culture** : Culture and its Characteristics, Types of Cultures, Western and Oriental Organization Cultures, Indian Organization Culture, Culture Change [ 4L]
4. **Group Behaviour** : Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, Organizational Politics, Cases on Group Decision-making [ 6L]

**Module – II (20 hrs)**

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5. **Communication in Organization** : Purpose, Process, Channels and Networks, Barriers, Making Communication Effective, Transactional Analysis (TA), Cases on Communication [ 4L]
6. **Leadership Styles** : Leadership Theories, Leadership Styles, Skills and Influence Processes, Leadership and Power, Examples of Effective Organizational Leadership in India, Cases on Leadership [ 6L]
7. **Conflict in Organization** : Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution, Cases on Conflict Resolution. [ 6L]
8. **Organizational Change and Development** : Meaning, Process, Resistance to Change, OD - Meaning, Process, Interventions : Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Inter-group Development [ 4L]

**Readings**

Hersey, P., Blanchard, K.H., Johnson, D.E.- Management of Organizational Behaviour, Prentice- Hall of India/Pearson Education

Luthans, Fred - Organizational Behaviour, McGraw-Hill

Pareek, Udai - Understanding Organizational Behaviour, OUP

Robbins, S.P., TA Judge & S.Sanghi : Organizational Behaviour, Pearson

Sekaran, Uma - Organizational Behaviour – Text and Cases, McGraw Hill

Shukla , Madhukar - Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall

**WBUT/MBA/2<sup>nd</sup> Sem**  
**(4 Credit : 40 hrs.)**

**[MB 203] : QUANTITATIVE METHODS II**  
(Inferential Statistics & Research Methodology)

1. Probability distributions [4L]
  - (i) Discrete distributions - Binomial, Poisson
  - (ii) Continuous distributions - Uniform, Exponential, Normal, LogNormal
2. Sampling Methods and Sampling Distributions [4L]
  - (i) Statistics and Parameter
  - (ii) Types of sampling - random and non-random sampling
  - (iii) Sampling distributions - conceptual basis; standard error; sampling from normal populations; Central Limit Theorem; relationship between sample size and standard error; Finite Population Multiplier
3. Estimation [4L]
  - (i) Point Estimation – properties of estimators; the method of moments and the method of maximum likelihood
  - (ii) Interval Estimation – basic concepts; interval estimates and confidence interval; calculation of interval estimates of mean and proportion from large samples; interval estimation using the t distribution; determining the sample size in estimation
4. Hypothesis Testing [4L]
  - (i) Basic Concepts – Null and Alternative Hypotheses; Type I and Type II errors; the p – value; the significance level; power of a test
  - (ii) One Sample Tests – hypothesis testing of means when the population standard deviation is known and when it is unknown; hypothesis testing of proportions for large samples
  - (iii) Two Sample Tests – tests for difference between means – large sample sizes and small

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sample sizes; test for difference between proportions – large sample sizes; testing difference between means with dependent samples

5. Chi-square and Analysis of Variance [4L]  
(i) Chi-square as a test of (a) independence and (b) goodness of fit  
(ii) ANOVA – basic concepts; the F distribution and the F statistic; inferences about a population variance; inferences about two population variances
6. Non-parametric tests [4L]  
(i) Basic concepts  
(ii) The Sign Test  
(iii) The Signed-Rank Test  
(iv) Rank Sum Tests – The Mann-Whitney U Test; The Kruskal-Wallis Test  
(v) Tests based on runs  
(vi) Rank Correlation  
(vii) Kolmogorov-Smirnov Test
7. Time series and Forecasting [4L]  
(i) Variations in time series; trend analysis; cyclical, seasonal and irregular variations; consideration of all four components of a time series  
(ii) Time Series analysis in forecasting
8. Multivariate data analysis (demonstration of software package) [12 L]  
(i) Basic concepts  
(ii) Types of multivariate techniques  
(iii) Factor Analysis  
(iv) Multiple Regression Analysis  
(v) Discriminant Analysis  
(vi) Cluster Analysis

**Suggested Readings**

Anderson, Sweeny and Williams – Statistics for Business and Economics (9<sup>th</sup> edition); Thomson Learning  
Hair, Anderson, Tatham and Black – Multivariate Data Analysis (6<sup>th</sup> edition); Pearson Education  
Hanke and Wichern – Business Forecasting (8<sup>th</sup> edition); Pearson Education  
Johnson and Wichern – Applied Multivariate Statistical Analysis(3<sup>rd</sup> edition); PHI/Pearson Education  
Keller – Statistics for Management and Economics (7<sup>th</sup> edition); Thomson Learning  
Levin & Rubin - Statistics for Management (7<sup>th</sup> edition); Prentice Hall/Pearson Education  
Lind, Marchal and Wathen – Statistical Techniques in Business and Economics(13<sup>th</sup> edition); TMH  
Newbold – Statistics for Business and Economics (6<sup>th</sup> edition); Pearson Education  
Ross, Sheldon – Introductory Statistics; Elsevier  
Srivastava and Rego – Statistics for Management: TMH

**WBUT/MBA/2<sup>ND</sup> Sem**  
**(4 Credit : 40 Hrs)**

**[MB-204]: Productions & Operations Management**

12. **Introduction to Production Management:** Production system; Types of production; Replanning and control functions; Relations with other departments; Efficiency of production planning and control. ( 2 L)

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13. **Plant Location and Layout:** Choice and selection of plant location; Plant design; Plant layout; Product layout and process layout; Criteria for a good layout. ( 2 L )
14. **Plant Maintenance and Materials Handling:** Types of maintenance – preventive, predictive and overhaul; Selection of good materials handling equipment; Methods of Materials handling. ( 4 L )
15. **Materials Management:** Need, scope and advantages; Materials Requirement Planning (MRP – I, MRP – II) and Budgeting ( 2 L )
16. **Inventory Planning and Control:** EOQ Models – without shortage, with shortage, with price breaks; Effect of quantity discount; ABC, FSN and VED classification; Inventory control; Perpetual, Two-bin and Periodic Inventory System; Just In Time (JIT) system; Probabilistic Inventory Models (discrete and continuous cases) ( 6 L )
17. **Scheduling :** Gantt Chart, Johnson's Rule (2L)
18. **Network Analysis:** PERT/CPM techniques, Shortest path algorithms and their applications (Dijkstra's algorithm; Flloyd's algorithm, Kruskal's algorithm, Ford-Fulkerson method) ( 4 L )
19. **Inspection and Quality Control:** Types and criteria of inspection; Statistical Quality Control; Control Charts. ( 4 L )
20. **Total Quality Management(TQM) :** Concept, features, need for TQM, Cost of quality, Kaizen, Kyodo, PDCA cycle, 7 QC tools, 5s concept, Quality circle. Total Quality in Service Sector ( 6 L )
21. **Quality Management System :** Quality Audit, Concepts of six sigma ( 2 L )
22. **Purchase Management:** Purchase Policy, Systems, Procedures; Vendor Selection; Negotiation; Vendor Development and Evaluation; Make or Buy decision; Legal aspects of purchasing. ( 2 L )
23. **Work and method study** (2L)
24. **Case Studies** ( 2 L )

**Suggested Readings**

Bedi – Production and Operations Management (2<sup>nd</sup> edition); Oxford University Press  
Buffa, E. S. and Sarin, R. K. – Modern Production /Operations Management; John Wiley  
Chary, S.N. – Production and Operations Management (3<sup>rd</sup> edition); TMH  
Chase, Jacobs, Aquilano and Agarwal – Operations Management for Competitive Advantage (11<sup>th</sup> edition); TMH  
Dutta – Materials Management; PHI  
Evans and Lindsay – The Management and Control of Quality (6<sup>th</sup> edition); Cengage Learning  
Gaither and Frazier – Operations Management (9<sup>th</sup> edition); Thomson Learning  
Gopalakrishnan and Sundaresan – Materials Management: An Integrated Approach; TMH  
Hansen and Ghare – Quality Control and Applications; PHI  
Krajewski, Ritzman and Malhotra – Operations Management (8<sup>th</sup> edition); Pearson Education  
Mahadevan – Operations Management; Pearson Education

**WBUT/MBA/2<sup>ND</sup> Sem**  
**(4Credit : 40 Hrs)**

**[MB-205]: Management Information Systems II**

[Information System Management]

[1] Management Information System (MIS):

[6L]

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Definition, Characteristics, Subsystems of MIS (Activity and Functional subsystems),  
Structure of MIS; Reasons for failure of MIS.  
Understanding Major Functional Systems: Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory Systems; their sub systems, description and organizational levels.

**[2] Decision Support Systems (DSS):** **[3L]**  
Definition, Relationship with MIS, Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS.

**[3] ERP, CRM, SCM** **[12L]**

**ERP(Enterprise Resource Planning):**

[a] Concepts of ERP, architecture of ERP, Generic modules of ERP,

Applications of ERP, concept of XRP (extended ERP)

[b] Features of commercial software like SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft

**CRM (Customer Relationship Management):**

[a] Concepts of CRM, Features of CRM (acquisition and retention)

[b] Features of commercial software like I2-Rhythm, SIEBEL

**SCM (supply Chain Management):**

[a] Concepts of SCM, drivers of SCM, inbound & outbound

[b] Definition, brief description and applicability of: eProcurement, eTailing, eLogistics, eCollaboration, eIntegration.

Case studies for ERP, CRM, SCM

**[4] Database Management Systems (DBMS) [e.g. MS-Access/ Oracle/ MS SQL Server / MySQL etc.]** **[4L+6P]**

[a] What is a DBMS. Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, 3-schema architecture, data independence.

[b] SQL: DDL & DML concepts, SQL commands [ANSI standard].

**[5] Data Warehousing and Data Mining** **[5L]**

Concepts of Data warehousing, data mart, meta data, multidimensional modeling,

Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Knowledge Management System (KMS),

Active Knowledge Management Server (AKMS)

Features of commercial software like Informatica

Data mining concepts, knowledge discovery v. data mining, data mining applications.

Case studies on data warehousing / data mining

**[6] Outsourcing** **[4L]**

Concepts of BPO, KPO

Business Process Outsourcing: Concept & Application, Advantages & Disadvantages, Types of outsourcing, Resource Requirements.

Technical framework of automated outsourcing.

Documentation: contracts, Service Level Agreements (SLA), Non-disclosure Agreements (NDA).

Other Applications – Remote Transaction Processing.

**Suggested Readings:**

Dan W. Paterson, Introduction to Artificial Intelligence & Expert System, PHI./Pearson Education

Davis & Olson, Management Information System, Tata McGraw Hill

ISRD, Introduction to Database Management Systems, Tata McGraw Hill

Ivan Bayross : SQL & PL/SQL , BPB

Leon : ERP, Leon Tech Press

Loney & Koch: The Oracle 9i Complete Reference, Oracle Press

Loudon and Loudon, Management Information System, Prentice Hall/Pearson Education

Mahadeo Jaiswal & Monica Mittal : Management Information Systems, OUP

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Michale J. Berry and Gordon S. Linoff, Mastering Data mining – The Art and Science of Customer Relationship Management

O' Brien, Introduction to Management Information System, Tata McGraw Hill

Sadagopan : ERP : A Managerial Perspective, Tata McGraw Hill.

Turban, Aronson : Decision Support System & Intelligent System , Pearson Education.

**WBUT/MBA/2<sup>ND</sup> Sem**  
**(4 Credit : 40 Hrs)**

**[MB-206]: Human Resource Management**

**Module – I ( 20 hrs)**

1. **Human Resource Management** : Scope and Coverage, Structure and functions of HR Department, Role of HR manager. [ 2L]
2. **Human Resource Planning** : Supply and Demand Forecasting methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy, Human Resource Information System (HRIS) [ 6L]
3. **Recruitment and Selection** : Process, Sources, Methods of selection, Interviewing Method, Skills and Errors. [ 4L]
4. **Human Resource Development** : Policy and Programmes, Assessment of HRD Needs, HRD Methods : Training and Non-Training. [ 4L]
5. **Performance Appraisal Systems** : Purpose, Methods, Appraisal instruments, 360<sup>0</sup> Appraisal HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview. [ 4L]

**Module – II ( 20 hrs )**

6. **Compensation Management** : Wages - Concepts, Components; System of Wage Payment, Fringe Benefits, Retirement Benefit. [ 4L]
7. **Industrial Relations in India** : Parties; Management and Trade Unions, Industrial Disputes : Trends, Collective Bargaining, Settlement Machineries, Role of Government , Labour Policy in India. [ 4L]
8. **Workers' Participation in Management** : Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities. [ 2L]
9. **Discipline Management** : Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling [ 4L]
10. **Strategic HRM** : Meaning, Strategic HRM vs Traditional HRM, SHRM Process, Nature of e-HRM, e-Recruitment & Selection, e-Performance Management, e-Learning [ 6L]

**Readings**

- Agarwala T. - Strategic Human Resource Management, OUP  
Aswathappa, K. - Human Resource Management, Tata McGraw Hill  
Jyothi P. & Venkatesh, D.N. - Human Resource Management, OUP  
Pattanayek, B. - Human Resource Management, PHI  
Ramaswamy, E.A. - Managing Human Resources, OUP  
Saiyadain, M.S - Human Resource Management : Tata McGraw Hill  
Mondal Sabari & Goswami Amal - Human Resource Management: Vrinda Publications

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**WBUT/MBA/2<sup>ND</sup> Sem**  
**(4 Credit : 40 Hrs)**

**[MB – 207] : FINANCIAL MANAGEMENT**

MODULE - I

1. Introduction : Introduction to Financial Management - Goals of the firm - Financial Environments. 1L
2. Time Value of Money : Simple and Compound Interest Rates, Amortization, Computing more than once a year, Annuity Factor. 2L
3. Valuation of Securities : Bond Valuation, Preferred Stock Valuation , Common Stock Valuation, Concept of Yield and YTM. 2L
4. Risk & Return: Defining Risk and Return, Using Probability Distributions to Measure Risk, Attitudes Toward Risk, Risk and Return in a Portfolio Context, Diversification, The Capital Asset Pricing Model (CAPM) 3L
5. Cost of Capital : Concept , Computation of Specific Cost of Capital for Equity - Preference – Debt, Weighted Average Cost of Capital – Factors affecting Cost of Capital 4L
6. Working Capital Management : Overview, Working Capital Issues, Financing Current Assets (Short Term and Long Term- Mix), Combining Liability Structures and Current Asset Decisions, Estimation of Working Capital. 4L
7. Cash Management : Motives for Holding cash, Speeding Up Cash Receipts, Slowing Down Cash Payouts, Electronic Commerce, Outsourcing, Cash Balances to maintain, Factoring. 4L
8. Accounts Receivable Management : Credit & Collection Policies, Analyzing the Credit Applicant, Credit References, Selecting optimum Credit period. 4L
9. Capital Budgeting : The Capital Budgeting Concept & Process - An Overview, Generating Investment Project Proposals, Estimating Project, After Tax Incremental Operating Cash Flows, Capital Budgeting Techniques, Project Evaluation and Selection - Alternative Methods 8L
10. Operating & Financial Leverage : Operating Leverage, Financial Leverage, Total Leverage, Indifference Analysis in leverage study. 2L
11. Capital Structure Determination : Concept of Capital Structure, Legal Requirements, Factor affecting Capital Structure, Theories of Capital Structure like N.I. Approach, NOI Approach, Traditional Approach, M-M Approach. 3L
12. Dividend Policy : Passive Versus Active Dividend Policy ; Factors influencing Dividend Policy, Dividend Stability, Stock Dividends and Stock splits, Dividend Theories like Gordon's Model, Walters Model, M-M Approach and Residual Approach, Legal Consideration of Paying Dividends. 3L

**Readings :**

**Text:**

Brigham - Financial Mgmt, 10th Ed, Thomson Learning

Chandra, Prasanna - Financial Management - Theory & Practice, Tata McGraw Hill.

Srivastava, Misra: Financial Management, OUP

Van Horne and Wachowicz : Fundamentals of Financial Management, Prentice Hall/ Pearson Education.

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**Reference:**

- Brealey and Myers : Principles of Corporate Finance, Tata McGraw-Hill.  
 Burner: Case Studies in Finance, Tata McGraw-Hill.  
 Copeland, Weston, Shastri: Financial Theory and Corporate Policy, Pearson Education  
 A Damodaran : Corporate Finance , Wiley.

**WBUT/MBA/2<sup>ND</sup> SEM**  
**(4Credit : 40 Hrs.)**

**[ MB – 208]: Marketing Management**

1	<b>Introduction:</b> Fundamentals of Marketing – need, want, demand, value, exchange, transaction, competition; Definitions of marketing; Evolution of marketing concepts(orientations); Marketing Mix – 4Ps and their sub-elements.	<b>3L</b>
2	<b>Strategic Marketing Planning:</b> Corporate level strategies – SWOT Analysis; Product-Market Grid; Marketing Plan – its nature and content	<b>2L</b>
3	<b>Marketing Environment:</b> Major components of the microenvironment and macro-environment	<b>2L</b>
4	<b>Marketing Research:</b> Role of marketing research in marketing decision making; Sources of market information, Overview of the methods of primary and secondary research	<b>2L</b>
5	<b>Market Segmentation, Targeting and Positioning:</b> Concepts of market segmentation and targeting; Various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies	<b>4L</b>
6	<b>Consumer Behaviour:</b> A framework of consumer decision making process, overview of major factors influencing consumer behavior	<b>2L</b>
7	<b>Product:</b> Product Classification, Service – characteristics and expanded service mix elements; Product Line, Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development	<b>6L</b>
8	<b>Branding and Packaging:</b> Purpose of branding; Characteristics of good brand name, brand naming strategies; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging – primary, secondary, shipping packages	<b>3L</b>
9	<b>Pricing:</b> Procedure for price setting; Pricing objectives; Cost and demand consideration; Pricing methods; Modifying the price; Pricing Strategies and Tactics	<b>4L</b>
10	<b>Marketing Channels:</b> Importance of Marketing intermediaries; Types of intermediaries and their functions; Levels of marketing channels; Channel flows and functions; Channel design decisions; Network Marketing	<b>4L</b>
11	<b>Promotion:</b> Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their relative strengths and weaknesses; Concept of Integrated Marketing Concept	<b>4L</b>
12	<b>The Selling Process:</b> Steps of selling process	<b>2L</b>
13	<b>Demand Forecasting:</b> Basic concepts of market potential, Sales potential and Sales forecast; Purpose and methods of sales forecasting	<b>2L</b>

**Readings:**

Blois - Textbook of Marketing, OUP

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Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; TMH  
Grewal, D. & Levy, M. - Marketing ; TMH  
Kotler, P., Keller, K., Koshy, A. & Jha, M. - Marketing Management; Pearson  
Kurtz, David L, Boone , Louis E - Principles of Marketing; Thomson  
Lamb - Marketing 7<sup>th</sup> ed; Thomson Learning  
Palmer - Principles of Marketing; OUP  
Ramaswamy & Namakumari - Marketing Management; McMillan  
Saxena, R. - Marketing Management; TMH  
Zikmund & Amico - Marketing; John Wiley & Sons

**3<sup>rd</sup> Semester**

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[MB-301] : Management Accounting**

- |  |           |
|--|-----------|
| <b>1. Background</b> - Nature of Management Accounting   | <b>2L</b> |
| <b>2. Financial Analysis</b> - Cash Flow Statement (as per AS3), Financial Statements Analysis   | <b>6L</b> |
| <b>3. Cost Accumulation</b> - Fundamentals of Job-Order Batch & Process Costing, Variable Costing and Absorption (Full) Costing, Activity Based Costing System   | <b>8L</b> |
| <b>4. Profit Planning</b> - Cost -Volume-Profit Analysis, Budgeting and Profit Planning, Flexible Budgeting  | <b>6L</b> |
| <b>5. Cost Control</b> - Standard Costs and quality Costs, Cost Variance Analysis, Revenue and Profit Variance Analysis, Responsibility Accounting   | <b>6L</b> |
| <b>6. Relevant Costing</b> – Introduction – Relevant Costs and Revenues- Cost Concepts – Outsourcing Decision – Decision to accept or reject a special order – Decision to continue or abandon a project | <b>6L</b> |
| <b>7. Total Cost Management</b> – Introduction – TCM and Business competitive edge - TCM Principles and implementation   | <b>6L</b> |

**Readings:**

**Text:**

Atkinson - Management accounting, Pearson Education  
Banerjee, Bhabatosh – Financial Policy and Management Accounting, PHI, 7<sup>th</sup> edition, 2008  
Bhattacharyya, Asish - Cost Accounting For Business Managers, Elsevier  
Drury - Management & Cost Accounting, Thomson Learning  
Horngren, Dattar, Foster - Introduction to Management Accounting, Pearson Education/PHI

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Khan & Jain - Management accounting, Tata Mcgraw-Hill

Singbhi & Bodhanwalla: Management accounting: Text & Cases, PHI

## **Reference:**

Hansen & Mowen: Cost Management, Thomson Learning

Kaplan: Advanced Management accounting, Pearson education

**WBUT/MBA/3<sup>RD</sup> SEM**

**(4 Credit :40 Hrs.)**

## **[MB-302] : Operations Research**

1. LINEAR PROGRAMMING [12L]
  - a) Formulation of LP Models
  - b) Graphical LP Solution
  - c) Simplex Method
  - d) Artificial Variables – Big M - Method and Two-phase Method
  - e) Duality, Sensitivity Analysis, Shadow Price and their economic interpretationSoftware package to be used in (b), (c), (d) and (e) above.
2. TRANSPORTATION, TRANSHIPMENT AND ASSIGNMENT MODELS [6L]
  - a) Construction of Transportation, Transshipment and Assignment Models
  - b) The Transportation Algorithm
  - c) The Hungarian Method for the Assignment Problem
  - d) The Transshipment problemSoftware package to be used for implementing the algorithms.
3. GOAL PROGRAMMING [3L]
  - a) Construction of Goal Programming Models
  - b) Goal Programming Algorithms
4. INTEGER LINEAR PROGRAMMING [4L]
  - a) ILP Algorithms - Branch and Bound, Cutting Plane Algorithm
5. DECISION ANALYSIS [4L]
  - a) Decision Making under Certainty – Analytic Hierarchy Process
  - b) Decision Making under Risk and Uncertainty

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6. MARKOV PROCESSES AND MARKOV CHAINS

[4L]

- a) State transition diagrams
  - b) Calculation of the state of the system at any time period
  - c) Calculation of the long-run system state (both for systems with and without absorbing states): Fundamental Matrix and associated calculations.
- Application models to be discussed in detail

7. QUEUEING MODELS

[3L]

- a) M/M/1 Queues and applications
- b) M/M/c and M/M/c/k Queues and their applications

8. SIMULATION MODELS (Use of package)

[4L]

- a) Construction of Simulation Models
- b) Generation of Random numbers from discrete distributions

Application models to be discussed in detail

Suggested Readings

Anderson, Sweeny and Williams - Quantitative Methods for Business (8th edition); Thomson learning  
Hillier, F.S. and Lieberman, G.J. : Operations Research (8<sup>th</sup> edition), TMH  
Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer  
Render B, Stair R M Jr, Hanna M E : Quantitative Analysis for Management (9<sup>th</sup> edition); Pearson Education  
Ross, Sheldon – Simulation; Elsevier  
Taha, H.A. : Operations Research - An Introduction (8<sup>th</sup> edition), Prentice Hall/Pearson Education  
Vohra, N. D. Quantitative Techniques for Management (3<sup>rd</sup> edition), TMH  
Winston, Wayne L. – Operations Research: Applications and Algorithms (4<sup>th</sup> edition); Thomson Learning

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(8 Credit : 80 Hrs.)**

**[ MB-303 ] : Project Work & Viva Voce**

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

**Specialization**

**WBUT/MBA/3<sup>RD</sup> SEM**

**(4 Credit :40 Hrs.)**

**[MM-301] : SALES & DISTRIBUTION MANAGEMENT**

1	<b>Introduction to Sales Management:</b> Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager	<b>2L</b>
2	<b>Personal Selling:</b> Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up)	<b>4L</b>
3	<b>Planning and Organizing Sales Force Efforts:</b> Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas	<b>3L</b>
4	<b>Sales Force Management:</b> Different personnel functions of a sales manager, Quantitative and qualitative requirements of sales force planning – determination of sales force size, job analysis for type of sales people required	<b>2L</b>
5	<b>Recruitment and Selection:</b> Sources of recruitment, Selection process, Methods of selection	<b>2L</b>
6	<b>Training and Development:</b> Need and purpose of training, Types of training, Designing a training programme - ACMEE model	<b>2L</b>
7	<b>Directing the Sales Force:</b> Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating	<b>6L</b>
8	<b>Controlling:</b> Analysis of sales, Costs and Profitability, Evaluation of sales force performance	<b>3L</b>
9	<b>Marketing Channels:</b> Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers	<b>2L</b>
10	<b>Channel Design and management:</b> Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements	<b>3L</b>
11	<b>Physical Distribution &amp; Logistics:</b> Goals, function, processing, warehousing, inventory & transportation	<b>1L</b>
12	<b>Retail Management:</b> Retail strategies, Location, Types of retail formats, Stores layout, Visual merchandising techniques	<b>3L</b>
13	<b>Merchandising:</b> Merchandise management, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing	<b>3L</b>
14	<b>Case Studies</b>	<b>4L</b>

**Readings:**

Berman, B & Evans, J.R.: Retail Management, Pearson

Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI./Pearson Education

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Futrell, Charles M.: ABC of Relationship Selling; McGraw Hill.  
 Ingram, T.N., Laforge, R.W. & Avila, R.A.: Sales Management, South-Western  
 Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases; McGraw Hill.  
 Lancaster, David & Jobber, Geoff: Selling & Sales Management; Macmillan (India).  
 Levy, M. & Weitz, B.A.- Retailing Management - McGrawHill  
 Panda, Sahadev: Sales & Distribution Management; OUP  
 Pradhan, S : Retailing management, TMH  
 Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[MM-302] : ADVERTISING & SALES PROMOTION**

1	<b>Introduction to Advertising:</b> History of advertising, Definition, features and role of advertising, Relationship of advertising with other promotional mixes and marketing mix elements, Integrated marketing communication approach, <i>Various forms of Advertising: (national, retail, cooperative, trade, industrial financial, corporate, public services, political)</i>	<b>2L</b>
2	<b>Advertising Industry:</b> Advertisers, Advertising agencies and support organizations, Types of agencies, Structure, role and functions of ad agencies, Agency compensation and evaluation	<b>2L</b>
3	<b>Foundations and Determinant of Advertising Strategies: <i>Segmentation, Targeting, Positioning</i>:</b> Identifying segments, Prioritizing target segments, Formulating positioning strategies <b><i>Consumer Behaviour and Advertising</i>:</b> Consumer as decision maker, Consumer as social being <b><i>Advertising and Brand Building</i>:</b> Definition of brand, Life-cycle of a brand, Brand positioning, Brand personality, Brand image, Brand equity, Brand essence, Brand value proposition and promoting desired image, Corporate brands	<b>4L</b>
4	<b>Advertising Planning:</b> Planning process, steps, situation analysis, objective setting, budgeting, developing promotional strategies, implementation and control	<b>2L</b>
5	<b>Advertising Objectives:</b> Sales approach versus communication approach, DAGMAR approach	<b>2L</b>
6	<b>Advertising Budget:</b> Budgeting approaches – different methods, allocation of budget	<b>1L</b>
7	<b>Designing an Advertisement:</b> Different dimensions, Importance of creativity to advertising, Creative process, Developing a creative brief	<b>3L</b>
8	<b>Message Strategies:</b> <b><i>Creative strategy</i>:</b> Message structure, Message appeals- rational, emotional, scarce, Message source-credibility, attractiveness, power, execution frameworks, <b><i>Creative tactics</i>:</b> for print and electronic media - copywriting, body copy, headlines, layout, visuals, slogans, logos, signatures, storyboards	<b>3L</b>
10	<b>Media Strategies:</b> Media planning process, Media mix, Coverage, Reach, Frequency, Impact, Scheduling, Different types of media – television, radio, print, outdoor, internet - characteristic features, advantages and limitations, Factors influencing choice of media flows and functions, Channel design decisions, Network Marketing	<b>3L</b>
11	<b>Advertising and Society:</b> Social – social and cultural, Ethical – deceptive, offensive, economical- effect on consumer choice, competition, cost and prices, and Regulatory aspects of advertising – ASCI	<b>2L</b>

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12	<b>Sales Promotion:</b> Definition, Reasons for rapid growth of sales promotion, Objectives of sales promotion, Types of sales promotion, Tools and techniques of consumer and trade promotion with merits and demerits, Role of sales promotion in IMC programme	<b>6L</b>
13	<b>Public Relations and Corporate Advertising:</b> Definition, New role of PR, Objectives, tools and techniques of public relations with merits and demerits, Corporate advertising- scope and types, role of PR in IMC programme	<b>2L</b>
14	<b>Direct Marketing:</b> Definition, Objectives of direct marketing, Types of direct marketing, Tools and techniques of direct marketing with merits and demerits, Role of direct marketing in IMC programme	<b>2L</b>
15	<b>Evaluation of Promotional Effectiveness:</b> Reasons to measure effectiveness, What, when, where, how to test, Testing methods - pre-testing and post testing techniques, Essentials of effective measures, Problems with current methods, Measuring effectiveness of other promotions	<b>2L</b>
16	<b>Case Studies</b>	<b>4L</b>

**Readings :**

Arens W.F.: Contemporary Advertising; TMH  
 Belch G.E. & Belch M.A.: Advertising & Promotion; TMH  
 Clow K.E., Baack D.: Integrated Advertising, Promotion & Marketing Communications; Pearson  
 O'Guinn T. C., Allen C.T.: Advertising and Integrated Brand Promotion; South Western  
 Ogilvy David: Ogilvy on Advertising; Pan Books  
 Percy: Strategic Advertising Mgmt; OUP  
 Shimp T.A.: Advertising & Promotion; South Western  
 WellsW., Brunett J.& MoriartyS.: Advertising; Pearson  
 Wright J. S, Winter W. L. & Zeigler S K: Advertising; TMH

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[ MM-303] : MARKETING RESEARCH**

1	<b>Marketing Research:</b> Introduction, Application of research in managerial decision making, Aims, roles, functions and sources of research, Client-user interface – role conflict and resolution	<b>3L</b>
2	<b>Research Process:</b> Steps in planning – research purpose and objectives, Converting a manager's problem to a researcher's problem, Problem formulation, research design, data collection, analysis, report presentation, <i>Preparation of the research proposal</i>	<b>3L</b>
3	<b>Research Design:</b> Types of research - exploratory studies, descriptive studies, causal studies, Types of information needed - behavioural and non-behavioural correlates	<b>3L</b>
4	<b>Sources of Data:</b> Primary and secondary source (govt., non-govt. and syndicated research), Errors in data collection	<b>4L</b>
5	<b>Primary Source – Methods of Data Collection:</b> <i>Focus groups, Observations, Case histories; Surveys – survey methods - structured and unstructured, direct and indirect methods, in-depth interviews, panels, interview media: personal, telephone, internet &amp; mail, questionnaire construction &amp; pre-testing, qualitative research - projective techniques (word association, sentence completion, thematic apperception test, third person technique), Experimentation - types of causation, inferring causal relationships, natural &amp; controlled experiments, experimental designs</i>	<b>4L</b>

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6	<b>Measurement &amp; Scaling:</b> Types of scales ( <i>data/levels of measurements</i> ), nominal, ordinal, interval, ratio scales, Attitude measurement methods - variability methods (paired comparison, ranking, rating, ordered category sorting), Quantitative judgement methods - <i>verbal</i> , numerical, graphical scales, factorization, constant sum method scales, Multi-item scales - Semantic differential scale, Likert scale, Thurstone scale (equal-appearing, case V), Stapel, considerations in developing scales, reliability and validity of scales	<b>6L</b>
7	<b>Sampling:</b> Census vs. sample, Steps in sampling process, Definition of population, frame, unit, and element, Types of sampling: Probability sampling techniques - simple random sampling, systematic random sampling, stratified sampling, cluster sampling, area sampling, Non-probability sampling techniques - convenience sampling, quota sampling, judgment sampling, snowball sampling, Determination of sample size	<b>4L</b>
8	<b>Analysis of Data:</b> Compilation, tabulation & classification of data, Analytical techniques – univariate analysis, hypothesis testing- parametric and non-parametric tests, bivariate analysis. Overview of some multivariate analysis techniques like multiple regression, discriminant analysis, factor analysis, cluster analysis, multi - dimensional scaling and conjoint analysis, forecasting methods (application and interpretation only)	<b>10L</b>
9	<b>Application Areas:</b> Advertising research, Motivation research, Sales analysis & forecasting research	
10	<b>Case Studies</b>	<b>3L</b>

**Readings:**

P.Green & D. Tull & G Albaum: Research for Marketing Decisions; PHI.  
 Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller  
 Luck and Rubin: Marketing Research; PHI  
 D.R. Cooper & P.S.Schindler : Marketing Research; TMH  
 Naresh K Malhotra: Marketing Research; Pearson  
 G C Beri: Marketing Research; Tata McGraw Hill.  
 M.J. Schmidt & S.Hollensen: Marketing Research; Pearson  
 Aaker & Day: Marketing Research; Wiley  
 G.Churchill & D. Iacobucci ; Marketing Research, South Western  
 S.Easwaran & S.Singh: Marketing Research; Oxford  
 D.George & P. Mallery: SPSS for Windows: Step by Step; Pearson Education

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[ FM-301 ] : CORPORATE TAXATION & TAX PLANNING**

Part – A: Corporate Taxation:

Income Tax

- Definition:** Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Gross Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate, Relief.  
[4L]
- Residential Status & Tax Incidence:** Individual & Corporate. [1L]
- Income Exempted from Tax:** Individual & Corporate. [1L]
- Computation of Taxable Income of Individual, HUF, Firm & Corporates:** [8L]

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- a) Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources.  
b) Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U.  
c) Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71,72 & 73.

5. **Computation of Tax for Individual, H.U.F, Firm & Corporate:** [8L]

- a) Rate of Tax and Surcharge.  
b) Tax Rebate.  
c) Tax Management – Submission of Return and Procedure of Assessment, Pan, Tan, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Payment of Tax, Refund of Tax.  
d) Minimum Alternate Tax.

Indirect Tax

1. **Central Sales Tax Act, 1956.** [4L]

- a) Definition: Dealer, Sale, Turnover, Sale Price, Sale or Purchase in course of interstate Trade or Commerce, Sale or Purchase outside a state, Sale or Purchase in the course of Import or Export.  
b) Incidence & Levy of Tax, Exemption, Determination of Turnover.  
c) Registration of Dealers & Procedures thereof.

2. **Customs Act and Valuation:** Basic Concepts only. [2L]

3. **Central Excise Act, 1944:** Definitions – Broker or Commission Agent, Central Excise Officer, Excisable Goods, Factory, Manufacture, Sale & Purchase, Wholesale Dealer & Cenvat. [3L]

4. **Value Added Tax:** Basic concept of VAT. [2L]

Tax Planning

[7L]

1. Scheme of Tax Planning
2. Tax Planning for Salaries
3. Tax Planning for Profits and gains of Business or Profession
4. Tax Planning for Capital Gains
5. Tax Factor in Dividend Policy
6. Tax Planning for Employee's Remuneration
7. Tax Planning different forms of Business Organization

Readings:

- Lal & Vasisht: Direct Taxes, Pearson Education
- Singahnia: Direct Taxes, Taxman
- Singahnia: Indirect Taxes, Taxman

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**(4 Credit : 40 Hrs.)**

**[ FM-302 ] : CORPORATE FINANCE**

1. **Introduction to Corporate Finance** : Corporation- The Role of Financial Manager – Agency Problem. 2L
2. **NPV as Investment Decision Criteria:** Comparing NPV with other methods of investment Decisions: The problems of Multiple rates of Return, Mutually Exclusive Projects, Capital Rationing. 2L

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4. **The Investment Decision** : The Cash Flow, Equivalent annual Costs, Project Interactions 4L
5. **Capital Budgeting and Risk:** Company and Project Costs of Capital, Measuring the Cost of Equity, Capital Structure and the Company Cost of Capital, Risk Adjusted Discount Rate , Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees. 4L
6. **Alignment of Managers and Owners Goal:** : Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA 4L
7. **Market efficiency and Corporate Financing** Basics of EMH, The Anomalies, The lessons for the Corporate Manager 2L
8. **The Financing Decision:** The Financing Process, The financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices 7L
9. **The Dividend Decision:** Dividend Policy, analyzing Cash Returned to Stockholders, Buybacks, Spinoffs, and Divestures 7L
10. **Valuation:** Principles and Practice of Valuation, Value Enhancement: Tools and Techniques, Acquisitions and Takeovers 8L

**Readings :**

**Text:**

Brearily, Myers , Mohanty: Corporate Finance, Tata McGraw-Hill  
Copeland Weston Shastri: Financial theory & Corporate Policies, Pearson Education  
Damodaran: Corporate Finance, Wiley  
Ehrhardt & Brigham: Corporate Finance- a Focused approach, Thomson Learning  
Meggison, Smart & Gitman: Principles of Corporate Finance, Thomson Learning  
Ross, Westerfield & Jaffe: Corporate Finance, Tata McGraw-Hill

**Reference:**

Benninga & Sarig: Corporate Finance A valuation approach, McGraw-Hill Intl.

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[ FM-303] : SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

1. **Introduction:** The Investment Environment, Financial Instruments, The Securities Trading – Market & Mechanism. 2L
2. **Security Analysis:** Macroeconomic and Industry analysis, equity Valuation Models, Company analysis, Brief Overview of Technical Analysis (Charts, Line Charts, Line & Volume, Charts, Point & Figure Charts, Bar Chart, Candlestick Chart, Various Patterns, Dow Theory & Elliot wave Theory) 8L
3. **Portfolio Theory** : Concepts of Risk & Return, Diversification of Risk, Optimum Portfolio Selection Problem - Markowitz Portfolio Theory - Mean Variance Criteria (MVC) - MVC and Portfolio Selection - Portfolio Selection. 10L
4. **Equilibrium in Capital Markets** : The Capital Asset Pricing Model, Index Models, Arbitrage Pricing Theory and Multifactor Models of Risk and Return, Market Efficiency and Behavioral Finance, Empirical Evidence on Security Returns 10L
5. **Bond Portfolio Management** : Bond Prices and Yields, the Term structure of Interest Rates, Managing Bond Portfolios 6L

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6. **Active Portfolio Management:** Portfolio Performance Evaluation, International Diversification, The Process of Portfolio Management, The Theory of Active Portfolio Management 4L

**Readings :**

**Text:**

- Bodie, Kane, Marcus,; Mohanty : Investments, Tata McGraw-Hill
- Chandra: Investment Analysis and Portfolio Management, Tata McGraw-Hill
- Fischer & Jordan: Security Analysis & Portfolio Management, Pearson Education/PHI
- Sharpe, Alexander, Bailey: Fundamentals of Investment, Pearson Education/PHI
- Ranganatham & Madhumati: Investment analysis & Portfolio Management, Pearson education
- Rielley & Brown: Investment analysis & Portfolio management, Thomson Learning

**Reference:**

- Elton, Grubber: Modern Portfolio Theory, Wiley
- Haugen: Modern Investment Theory, Pearson Education
- Hirschey & Nofsinger: Investments, Tata McGraw-Hill
- Luenberger: Investment Science, OUP
- Sharpe: portfolio Theory & Capital Markets, McGraw-Hill Intl.

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**(4 Credit : 40 Hrs.)**

**[SM-301] : DATABASE MANAGEMENT**

**[1] DBMS:** [6L]

What is a DBMS. Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, 3-schema architecture, data independence.  
Data models – Hierarchical, Network, Relational

**[2] The Relational Model, Language & Systems :** [12L]

The Relational Data Model & Relational Algebra.  
SQL: DDL , DML, & DCL concepts, SQL commands (ANSI standard).  
Oracle 8 or above/ MS SQL Server / MS Access

**[3] Integrity and Security:** [3L]

[a] Integrity constraints, concept of triggers, stored procedures (theoretical concepts only)  
[b] Database Security & Authorization (concept of GRANT / REVOKE).

**[4] Database Design :** [5L]

ER modeling [Entity-Relationship Diagrams (ERD), construction of tables], Functional Dependencies & Normalization (upto 3NF; concept of BCNF), Denormalization.  
Case Study on Normalization.

**[5] System Implementation Techniques :** [6L]

[a] Query Processing & Optimization (concept only).  
[b] Transaction Processing Concepts, Concurrency Control and Recovery Techniques (concept only).

**[6] Indexing concepts:** [3L]

Ordered indices (primary , secondary, dense, sparse, multilevel), concepts of hashing (static, dynamic)

**[7] Advanced Data Models & Emerging Trends :** [5L]

Advanced Data Modeling Concepts, Object–Oriented Databases, Distributed Databases & Client Server Architecture, XML

**Suggested Readings:**

Elmasri, Navathe : Fundamentals of Database System, Pearson Education.

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Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.  
Date : An Introduction to Database System, Pearson Education.  
Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.  
Molina, Ullman, Widom : Database System , Pearson Education.  
Schaum's Outline Series : Fundamentals of Relational Databases, Tata McGraw Hill.  
Chang : Oracle XML Handbook , McGraw Hill.  
ISRD, Introduction to Database Management Systems, Tata McGraw Hill  
Loney & Koch: The Oracle 9i Complete Reference, Oracle Press  
Ivan Bayross : SQL & PL/SQL , BPB  
Mata, Toledo, Schaum's Outline Series for Database Management System, TMH

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

## **[SM-302] : SYSTEM ANALYSIS AND DESIGN**

### 1. Overview of Systems Analysis & Design: [7L]

Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation.

### 2. Business Process Re-engineering: [3L]

Concepts, Process involved; Case study.

### 3. System Requirement Specification & Analysis: [6L]

Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards ( IEEE/ ISO).

Data Modeling & Analysis.

### 4. Detailed Design Modularization: [6L]

Module Specification, File Design, Systems Development involving Data Bases.

Structured Design Methodology(SDM).

Database Design

Output Design

Input Design

User Interface Design.

### 5. Object-Oriented Analysis & Design (OOAD): [10L]

Modeling System Requirements using 'USE CASES'

Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram.

OO Testing strategies & techniques.

### 6. System Control & Quality Assurance through testing: [5L]

Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants.

Testing strategies & techniques: Unit and integration testing, testing practices and plans. System Controls, Audit Trails, CASE Tools.

### 7. Hardware & Software Selection: [3L]

Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

### **Suggested Readings:**

Booch, Grady: Object Oriented Analysis & Design.

Hoffer: Modern System Analysis & Design, Pearson Education.

Jalote, Pankaj: An Integrated approach to Software Engineering, Narosa.

Kendall: System Analysis & Design, Pearson.

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2008-2009)**

Kiewycs, Igor Hawrysz: Systems Analysis & Design, PHI  
Rajaraman V., Systems Analysis and Design, PHI  
Rambaugh, Jacobson, Booch: UML- Reference Manual, Pearson.  
Roger Pressman: Software Engineering - A Practitioner's Approach , TMH  
Senn: Analysis & Design of Information Systems, McGraw Hill International.  
Sommerville : Software Engineering-Pearson Education.  
ISRD, Structured System Analysis and Design, Tata McGraw Hill

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**SM-3031 : COMPUTER AIDED MANAGEMENT**

**Course Contents :**

- |   |       |
|---|-------|
| 1. Management Support Systems:<br>Introduction, Objective and Characteristics,<br>Collaborative Computing Technologies: Group Support System, Technologies,<br>Data Reviewing Concept and Applications                            | [6L]  |
| 2. Data Warehousing :<br>Access, Analysis, Mining & Visualization; OLAP & OLTP  | [3L]  |
| 3. Enterprise Decision Support Systems:<br>Concepts, Definitions, EIS, Organisational DSS, Supply & Value Chains & Decision Support.  | [3L]  |
| 4. Knowledge Management:<br>Concepts, Development Methods, Technologies & Tools, Electronic Document Management. Case Study.  | [5L]  |
| 5. Knowledge - Based Decision Support:  | [20L] |
| - Artificial Intelligence (AI):<br>Concept, Definition, AI Vs Natural Intelligence.   |       |
| Expert System:<br>Concept, Structure, Working, Benefits & Limitations.  |       |
| Knowledge Acquisition & Validation: Scope, Methods, Validation, Verification, Analysing, Coding, Documenting & Diagramming.   |       |
| Knowledge Representation<br>Inference Techniques<br>Intelligence System Development.<br>Fuzzy Logic, Genetic Algorithm  |       |
| 8. Neural Computing :<br>Fundamentals, Types of Neural Networks, Neural Network Application,<br>Development, Architecture, Learning Algorithms, Neural Network Software & Hardware,<br>Benefits & Limitations of Neural Networks. |       |
| 9. Grid Computing:<br>Overview.   | [1L]  |
| 10. Implementing & Integrating Management Support Systems:<br>Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.  | [2L]  |

**Suggested Readings:**

Dan W. Paterson: Introduction to Artificial Intelligence & Expert System, PHI./Pearson Education  
Kartalopoulos, Stamatios V : Understanding Neural Networks & Fuzzy Logic – Basic  
Concepts & Application, PHI.

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2008-2009)**

Poole, Computational Intelligence, OUP  
Rich, Elaine & Knight, Kevin: Artificial Intelligence, Tata McGraw Hill.  
Turban, Aronson: Decision support system & Intelligent System, Pearson.  
Yegnanarayana, B : Artificial Neural Networks, PHI  
Zaruda, Introduction to Artificial Neural System, Jaico

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[HR – 301] : EMPLOYMENT & COMPENSATION ADMINISTRATION**

Module – I (20 hrs)

1. **Employment** – Policy and Programmes, Reservation Rules, Employment of Women and Dependents, Employment of Land Oustees [6 L]
2. **New Employment Practices** – Outsourcing, Contingent Workers, Employee Leasing [4 L]
3. **Employment of Contract Labourers** – Provisions and Practices under the relevant Act. [4 L]
4. **Case Studies on Contract Labourers** [6L]

**Module – II** ( 20 hrs)

5. **Concept of Wage** – Minimum Wage, Fair Wage, Living Wage, Wage Policy [4 L]
6. **Compensation** – Wage/Salary, Real Wage, Components of Wages: Basic, Dearness Allowances, House Rent Allowances, City Compensatory Allowance, Other Allowances, Wage Fixation, Pay for different types of employees, Managerial Compensation. [4 L]
7. **Dearness Allowance** – Methods of DA payment, Consumer Price Index, Neutralization. [2 L]
8. **Productivity and Wages** – Productivity Bargaining, Incentive Payments, Productivity Linked Bonus, Incentives – Individual & Group, Case Studies on Productivity Bargaining. [4 L]
9. **Employee Benefits** – Statutory & Voluntary Benefits, Retirement Benefits – Provident Fund, Gratuity, Pension, Medical Insurance; Reward Management [6 L]

**Readings**

Belcher, D.W.: Wage and Salary Administration, Prentice Hall  
Dasgupta, A. K. : A Theory of Wage Policy, OUP.  
Mondy, R.W. & Noe, R.M. : Human Resource Management, Pearson  
Raynolds, G. L. : Labour Economics & Labour Relations, Prentice-Hall.  
Verma, Pramod : Labour Economics and Industrial Relations, Tata McGraw Hill.  
Govt of India : Report of the National Commission on Labour (1<sup>st</sup> – 1969, 2<sup>nd</sup> – 2002 )  
ILO : Payment by Results

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**(4 Credit : 40 Hrs.)**

**[HR – 302] : HUMAN RESOURCE PLANNING**

Module – I (20 hrs)

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

1. **Basics in HR Planning** – Macro Level Scenario of HRP, Concepts and Process of HRP, Considerations – Technology, Finance, Product Demand. [4 L]
2. **Methods and Techniques** – Demand Forecasting : Managerial Estimates, Trend Analysis, Utilization Analysis : Work Study, Job Analysis, Supply Forecasting : Inventory Analysis, Wastage Analysis, Markov Analysis, Balancing Supply & Demand, Issues of Shortage and Surplus. [10 L]
3. **Human Resource Information System (HRIS)** - Concept and Procedures [4 L]
4. **Strategic HRP** – Planning, Tools and Evaluation [2L]

**Module – II (20 hrs)**

5. **Job Analysis & Job Evaluation** – Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Limitations [6 L]
6. **Measurements of HR Planning** – HR Audit, HR Accounting [4 L]
7. **HR Plan – Implementation Strategies** – Recruitment, Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan. [6 L]
8. **Case Studies on HR Planning** [4L]

**Readings**

Bennison, M. & Casson, J. : The Manpower Planning Handbook, McGraw Hill.

Bell, D. J. : Planning Corporate Manpower, Longman.

Bohlander, G., Snell, S., Sherman, A. : Managing Human Resources, Thomson.

Mellow, Jeffrey A. : Strategic Human Resource Management, Thomson

Pettman, B. O. & Taverneir, G. : Manpower Planning Workbook, Gower.

Walker, J. W. : Human Resource Planning, McGraw Hill.

ILO : Job Evaluation

**WBUT/MBA/3<sup>RD</sup> Sem**  
**(4 Credits: 40 hrs)**

**[HR – 303] : LABOUR LAWS**

**Module – I (20 hrs)**

1. **Legal Framework** : Evolution of Labour Laws in India [ 2 L]
2. **Laws regulating Establishment** – Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Shops & Establishment Act [ 6 L]
3. **Laws relating to Remuneration** – Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976 [6 L]
4. **Case Laws on Remuneration** [ 6 L]

# **MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

## **Module – II (20 hrs)**

5. **Laws relating to Industrial Relations** – Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Trade Unions Act, 1926 [ 8 L]
6. **Laws relating to Social Security** – Workmen’s Compensation Act, 1923; Employees’ State Insurance Act, 1948; Employees’ Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972 [ 8 L]
7. **Case Laws on Industrial Disputes** [ 4 L]

### **Readings**

Agarwal, S. L. : Labour Relations Law in India, McMillan  
Pathak, A. : Legal Aspects of Business, Tata McGraw Hill  
Samant, S. R. & Dongre, B. N. (eds) : CLR’s Yearly Labour Digest, Dwivedi.  
Srivastava, S. C. : Labour Law in Factories, Mines, Plantations etc., Printice Hall.  
Labour Law Journal – Case Laws

**WBUT/MBA/3<sup>RD</sup> Sem**  
**(4 Credits: 40 hrs)**

### **[HSA – 301] : Concept of Community Health**

#### **1) Concept of Community Health (HSA-301)**

- a) Evolution of the concept, history of public health and public health administration-world scenario & in India.
- b) Promotion of community health: maternal, infant, child health, adolescent & adult health, community geriatrics, community mental health.
- c) IEC and community health in Health Care Delivery System
- d) Health organization structure: center, state, and periphery
- e) Policies relating to public health
- f) Medical Sociology: Social and cultural factors relating to disease prevention, changing social condition and needs for health care facilities, Urbanization, industrialization, migration change in life style, change in values.
- g) Environmental Health: community water resource, waste disposal, housing, food security, community recreation & health promotion, community resources & education, community initiatives in communicable disease control.
- h) Dynamic community organization of health care: community involvement for health planning & promotion, professional preparation & capacity building, community health programme of various health agencies, appraisal of community health services.

**WBUT/MBA/3<sup>RD</sup> Sem**  
**(4 Credits: 40 hrs)**

### **[HSA – 302] Epidemiology & Analysis of Healthcare Information Data : Concept of Community Health**

#### **2) Epidemiology & Analysis of Healthcare Information Data (HSA-302)**

- a) Concept of Disease: - Natural History, Level of Prevention, Rehabilitation
- b) Concept of Epidemiology: -Definition & Concept, Types of uses, basic measurement in epidemiology.
- c) Epidemiology of Communicable & Non communicable Diseases:  
Communicable Diseases: Influenza, Filariasis, TB, Plague, Tetanus, Diphtheria, Malaria  
Non-communicable Diseases: Diabetes, Stroke, Alcoholism,

## **MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

- d) Epidemiological Studies: epidemiology study design- observational epidemiology, experimental epidemiology, analytic studies- case control & cohort study, intervention study.
- e) Epidemiology & public health policy
- f) Statistical applications in epidemiology
- g) Preventive measures for Disease outbreak: - Vaccination, Immunization, Surveillance, Monitoring
- h) School Health Programmes:-objective, organization & functioning
- i) Occupational Health & Diseases:
- j) Management of Handicapped Persons: Handicapped Children, Geriatric age group.
- k) Health Services Research

**WBUT/MBA/3<sup>RD</sup> Sem**  
**(4 Credits: 40 hrs)**

### **[HSA – 303] Health Policy & National Health Programme**

#### **3) Health Policy & National Health Programme (HSA-303)**

- a) Definition & understanding of public policy in health; politico-economic perspective of health policy formulation.
- b) National Health Policy-Basis & strategies for implementations
- c) National Population Policy
- d) Health System Reforms
- e) Drug Policy – Special reference to primary Healthcare programme
- f) National Health Programme-Malaria, Polio, AIDS, Blindness, Leprosy Immunisation Programme for children, family welfare programme, community mental health program: Stress management, diabetes control programme, cancer control programme, ICDS, water supply & sanitation programme.
- g) Primary Healthcare programmes-Rural Faculties for Healthcare –Administration of rural Hospitals/Health Centres
- h) Evaluations of Health Programmes

### **[SD 301] : Business Environment and Sustainable Development**

#### ***Course content***

1. **Perspectives on Development** - Conventional Theories of Development, understanding the development perspectives and practices adopted in India after Independence (2L)
2. **Sustainable Development** - History, ideology, concept and approaches of Sustainable Development, sustainable development and human development, concept of environmental sustainability (3L)
3. **Policy frameworks governing environment and sustainability issues** in business and industry settings: principles of sustainability indicators for business and governance, International conventions; Agenda 21, World Summit on Sustainable Development; Implementation Plan and the Millennium Development Goals (5L).
4. **Sustainability Strategy and indicators** – goals and indicators of sustainability, concept of ecological footprints, policy framework for sustainability, Organizational Creativity and Innovation for sustainable development, Reflections and Overview: Future Research Directions and Applications (5L)
5. **The response of business to sustainable development:** historical perspective, Evolution of the sustainability agenda in the corporate world; Review of key international and local drivers of the sustainability agenda, New trends in Corporate Governance, corporate social responsibility (4L)
6. **International Trade, Investment, and Sustainable Development:** Reconciling Open Markets with Environmental and Social Concerns; Environmental Protection and Economic Liberalization; Tariff Preferences as Means of Promoting Sustainable Economic Development; Market Access and Environmental and Health Standards (6L)
7. **Contemporary business trends in environmental management System** - Cleaner Production, Economic-Efficiency, Zero Waste, Industrial Ecology and Safety, Health and Environmental Management (5L)

## MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)

8. **Ethics and Sustainable Development** - Introduction to ethics and decision-making, Ethics and development (2L)
9. **Case study preparation, field visits** – 8 contact hour

### Readings

1. The Earthscan Reader in Business & Sustainable Development. R. Starkey & R. Welford (Eds), Earthscan, London.
2. Blueprint for a Sustainable Economy: David Pearce, Edward B. Barbier
3. Sustainable Development: Issues and Case Studies/edited by Srikumar Chattopadhyay and H.S. Sharma

**WBUT/MBA/3<sup>rd</sup> SEM**  
**(4 credit : 40 Hours)**

### [SD 302] : System Approach to Sustainable Development

#### *Course Content*

1. **System approach to sustainable development and landscape management** – Concept of system, systematic vis a vis systemic approach, systemic approach to landscape planning and management (3L)
2. **Natural Resources and their management at landscape level** – Natural and rural environmental resource base, renewable and non renewable resources, common property resources, consumption and wastage of resources, recycling of wastes, management of land, water, forest and other natural resources for sustainable development, approach for integrated resource management (4L)
3. **Ecosystem approaches to Natural Resource Management:** Role of ecosystem in Sustainable Development; Basic framework of sustainable development, linkages between ecosystem and sustainable development (3L)
4. **Ecosystem restoration and rehabilitation-** Definition and terminology; Ecological dimensions; Socio economic perspectives and dimensions; ecosystem rehabilitation within development context, cost factor, traditional knowledge and modern techniques, Strategy of Ecosystem restoration, Protected Area Management: Protected area and Protected area network; Wild life habitat management; Ecotourism- Definition, Scope and Potentials. (6L)
5. **Systemic approach to human resource management for sustainable development** – population environment relation: a system approach, literacy, education, livelihood and poverty, health and nutrition, Access to Improved Sanitation and Improved Water, Water Supply & Sanitation, social networks, synergic action (4L)
6. **Economic Analysis for sustainable development** – growth and development, understanding government budgets, privatisation and globalisation, WTO agenda, Patent (3L)
7. **Conservation of natural resources and waste management** – Resource cycle, need for conservation, in situ and ex situ conservation measures, solid waste management in the rural and urban context, case studies on waste management in rural areas (5L)
8. **Sustainable Energy Management** – problem of conventional energy sources, issues related to global warming, renewable energy sources (4L)
9. **Climate Change and CDM-** Result of climate change, environmental degradation related to climate change: green house warming, ozone depletion, Climate change and its effects on health, incorporation of environmental issues in production, green operation, green process, waste minimization, carbon trading (8L)

### Readings

1. Steve Hinchliffe: Geographies of Nature, Sage Publication
2. Edited by Pushpam Kumar: Ecology and Human Well Being, Sage Publication
3. P. Meenakshi, Elements of Environmental Science and Engineering, Prentice Hall of India
4. Sanal Kumar Velyudhan: Rural Marketing, Sage Publication
5. Edited by Samir Dasgupta; Globalisation and After, Sage Publication
6. R Stanton and S. Armstrong: Rural Marketing – An Interactive Approach
7. T P Gopalaswamy, Rural marketing Environment, Problems and Strategies, VIKAS
8. S.K. Garg, Ecological and Environmental Studies, Khanna Publishers
9. N.A. Siddiqui, Environmental Management Systems and Natural Resources, Khanna Publishers

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## Specialisation on Sustainable Development (SD)

WBUT/MBA/3<sup>rd</sup> SEM  
(4 credit : 40 Hours)

### [SD 303] : Sustainable Development in the context of Human Development

#### *Course Content*

1. **Concept of Human Development** – Evolution of the concept of human development, advances in human development, measuring human development, human development index, sustainable human development, the limits to human development, prospects for millennium development goals (8L)
2. **Inequality and human development** – Social justice and morality, growth and efficiency, public policy goals, inequality within countries, human development potential for improving the distribution of growth (4L)
3. **Contribution of health towards human development** – Ensuring longevity, indicators of health, preventive and curative health, nutrition, water and sanitation (4L)
4. **Contribution of education towards human development** – concept of education, literacy vis a vis education, provision for education, indicators of education (4L)
5. **Contribution of resources needed for a decent standard of living towards human development** – Concept of poverty, inequality in income or consumption, indicators of poverty, measuring poverty index (4L)
6. **Gender Development Index** – Gender and human development, gender related development index, gender empowerment measure (4L)
7. **Human development scenario** – Human development in India, human development in West Bengal (4L)
8. **Understanding human development conditions in any selected village and case study preparation** (8 contact hour)

#### Readings

1. Human Development Report 2005- International cooperation at a crossroads: Aid Trade and security in an unequal world, Oxford University Press
2. Margaret Khalakdina: Human Development in the Indian Context Volume 1, Sage Publication

## M.B.A. in Shipping Management ( SHM )

### SHM 301 – Shipping Practice

WBUT/MBA/ 3<sup>rd</sup> Sem  
(4 Credit : 40 Hours )

1. **Introduction: [4L]**  
Scope, Functions, Geography of Sea Transport, Current Shipping Environment (2L). Shipping & Type of Ships.
2. **Different Shipping Trades: [4L]**  
Liner, Charter, Multimodal Transport etc., future & options for shipping.
3. **Planning in Shipping Practice: [2L]**  
Aspects, Planning & Control Theory, Steps & Advantages. Econometric model
4. **Documentation: [4L]**  
Bill of Exchange, Bill of Lading & Types of Invoice, Customs, Charter party & its different clauses, Documentation in accidents & damages, Associated Ship & Shipping Documents, Agency Documents, Office documents for a voyage.
5. **Concept of I.M.O. & Regulatory Bodies: [2L]**  
I.M.O –Its different wings & responsibilities, Co ordination with I.M.O members, Conversion of a draft proposal into rules & limitations, Flag State & Port state,P & I club & its role
6. **Introduction to Controlling Bodies: [4 L]**  
Govt. of India, D.G.S, M.M.D.S., Different classification bodies, P.S.C.O.,their Roles & responsibilities, Admiralty Court, U.S. Court & their Empowerment.
7. **Marine Casualty : [4L]**  
Shipping Casualty, Investigation & Inquiries, Seaworthiness, Unsafe ships , Implications
8. **Maritime Claims: [4L]**  
Different Maritime Claims (cargo, hull & freight), & compensations, Lien & Insurance Claims.
9. **Ship Procurement & Commissioning: [4 L]**  
Registration, Mortgage, Lay time Terminology.
10. **Shipping Contacts: [2 L]**

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Different types of Contract & Obligations

**11. Ship Broking Practice: [4 L]**

Associated documentation ,Procedure of forwarding custom/Immigration papers, Clearances, Special Certification, Stowing / Penalties.

**Suggested Readings**

- [1] **Elements of Shipping** : Alan E. Branch - Chapman & Hall
- [2] **Free Ports & Foreign Trade Zones** : Dr. Richard S. Thoman - Cornell Maritime Press
- [3] **Planning & Control Theory** : M.J. Manohar Rao - Himalaya Publishing House, Mumbai- 400004.
- [4] **Ship Sale and Purchase** : Iain S. Goldrein, M.A. - Lloyd's London Press Ltd.
- [5] **The Law Relating to 'Bills of Lading' 'Charter Parties' 'Contract of Affrayment'** : B.C. Mitra - UBA, Allahabad  
Bar-at-Law
- [6] **Shipping Practice** : Edward F. Stevens - Sir Issac Pitman & Sons, London.
- [7] **International Ocean Shipping – Current Concepts & Principles** : Bernhard J. Abrahamsson - West View Press, Boulder, Colorado
- [8] **Futures & Options for Shipping** : James Whiteside Gray - Lloyd's Lish, U.K.

**SHM 302 – Commercial & Shipping Law**

**WBUT/MBA/ 3<sup>rd</sup> Sem**  
**(4 Credit : 40 Hours )**

1. **Introduction: [ 2 L ]**  
Indian Shipping Administrative Structure, I.N.S.A., F.O.S.M.A., MASSA & OECD countries & their roles in international Trade.
2. **History of Maritime Law: [ 2 L ]**  
Byzantian Law, Roman Law, British Law, US Law, Civil Law, Common Law & Other Associated Laws, Maritime Law & its implications .
3. **Concept of Law/Rules: [ 2 L ]**  
Distinction between Conventions,Rules, Regulations, Act, Article, Section etc., Classification Survey Societies, D.G.S & M.M.Ds & their roles & functions.
4. **Classification/Regulatory Rules/Regulations: [ 8 L ]**  
Rules of classification societies, Shipyard rules & roles, Codes, Acts, Regulations, Tonnage & Load line, O.P.R.C.,FAL, ISM Convention H.N.S. Protocol, S.V.L., Rules governing I.M.O Conventions – S.O.L.A.S., M.A.R.P.O.L., C.L.C., I.O.P.C., PORT STATE CONTROL, Salvage , Merchant Shipping Act, Admiralty, U.S. Laws, I.L.O., P.A.L., Special claims governing passenger vessels, Merchant Shipping Act '58
5. **Insurance: [ 6 L ]**

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Elements, Types of Policies, Warranty, Types of loss, Particular & General Average, Deviation, Institute clauses, Navigation clauses, Collision Liability Clause, Types of policies of P& I Club & claim compensation, York Antwerp Rules 1950

**6. Law of Sea Transportation: [ 4 L ]**

Carriage of Goods by Sea Act, Hague Rules 1924, Indian carriage of Goods Act 1925, Important Law cases & studies,

**7. Laws of Contract : [ 4 L ]**

Elements , writing, Registration, Wagering Agreements, Contract of Indemnity & Guarantee, Ship Yard Laws& Contracts , Obligations

**8. Custom & Immigration Laws: [ 2 L ]**

Customs & immigration procedures, laws of different countries violation & penalties & redressal

**9. Statutory & Special Certificates: [ 4 L ]**

ISM, LNG, LPG, Tanker, Bulk carrier, D.O.C., Baltic code, ISF / BIMCO Updates, Special trade, Passenger ships, Pilgrim ships, Multimodal Conventions

**10. Admiralty Court: [ 2 L ]**

Structure, Cases Admissible in the Admiralty Court, Procedures, Verdict and Implications.

**11. Associated Laws: [ 4 L ]**

Harbour Laws, UNCLOS, Shipping Documental Laws & Procedures, Laws relating to dangerous & sensitive cargo, Special Laws related to tankers, LNG, LPG, Product Carriers, Passenger Vessels etc.

**Suggested Readings**

- |   |                          |                                      |
|---|--------------------------|--------------------------------------|
| [ 1 ] <b>Merchant Shipping Act</b>        | : Govt. of India         | - Govt. of India Publications.       |
| [ 2 ] <b>SOLAS 74/78</b>                  | : IMO (UNO)              | - IMO Publications, London.          |
| [ 3 ] <b>MARPOL 73/78</b>                 | : IMO (UNO)              | - IMO Publications, London.          |
| [ 4 ] <b>Law of Marine Insurance</b>      | : Susan Hodges           | - Cavendish Publishing Ltd. U.K.     |
| [ 5 ] <b>Marine Insurance</b>             | : B.C. Mitra, Bar-at-Law | - University Book Agency, Allahabad. |
| [ 6 ] <b>Merchant Shipping in India</b>   | : B.C. Mitra, Bat-at-Law | - UBA, Allahabad.                    |
| [ 7 ] <b>Harbour Law</b>                  | : R.P.A. Douglas         | - Lloyds of London Press Ltd., UK.   |
| [ 8 ] <b>Principles of Mercantile Law</b> | : Avtar Singh            | - Eastern Book Agency, Lucknow.      |
| [ 9 ] <b>Marine Insurance Claims</b>      | : J. Kenneth Goodacre    | - Wetherby & Co., London.            |

**SHM 303 – Shipping Economics & e-Business**

**WBUT/MBA/ 3<sup>rd</sup> Sem**  
**(4 Credit : 40 Hours)**

**1. Introduction: [ 4 L ]**

Ship Finance, Role of Financial Institutions, Private & Public Shares, International Finance, Life of a Ship, Investment & return on ships, Shipping economics Cycle & its depending factors

**2. Operation Economics: [ 6 L ]**

Charter Hire, Tramping the modes of payment & receipt, Role of different Stake Holders, Role of different currencies, Depreciation & Appreciation financial procedures with liner services.

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3. **Accounting & Record Keeping: [ 6 L ]**  
Accounting, Preparation & Recognition of Balance sheets, Different applicable Report preparation drawing inferences.
4. **Claims & damage compensation: [ 4 L ]**  
Collision, Pollution, Accidents, Wreck- Removal, Compensation thereof insurance, P&I claim procedures & Limitations.
5. **Cost Evaluation: [ 4 L ]**  
Cost evaluation of different charters, voyages, World Scale, Choice of appropriate runs in cost effectiveness for different ships
6. **E-Business: [ 6 L ]**  
E Commerce, Importance & Limitation in shipping Business , Financial risk management, Investment management, procurement & sales of vessels.
7. **Case Studies: [ 10 L ]**  
Evaluation of rise and fall of different shipping companies, finding optimum charter hire, computation of collision, aground death and other related cases, etc.

**Suggested Readings**

- [1] **The Business of Shipping :Lane C Kendall : Chapman & Hall**
- [2] **Financial Risk management : James W Gray : Fair Play Publications ,  
--- for Shipping Industry London**
- [3] **Shipping Finance : J . E . Sloggeth : Fair Play Publications ,  
London**
- [4] **International Finance -- : Maurice Levy : McGraw –Hill  
( Finance Management  
& International Economy )**
- [5] **Maritime Law : Edited by – Lennart : Kluwer Deventer  
( All Six Volumes ) Hagberg ( Netherlands )**
- [6] **International Ocean : Bernhard J. : West View Press  
Shipping ---- Current Abrahamsson Boulder, Colorado  
Concepts & Principles**

**PORT & LOGISTIC MANAGEMENT (PLM)**

**WBUT/MBA/3<sup>rd</sup> Sem  
( 4 Credit /40hours )**

**PLM 301- International Transport Systems**

- 1.0 **Classification of Ports : [ 6 L ]**  
Type of Ports (Sea & Riverine , Free Port , Free Zone ) ,  
Type of cargo, type of service, type of legal contracts, functional type of ships, structural type of ships, Technological changes.
- 2.0 **Stake Holders & Regulations : [ 6 L ]**  
Factors Determining Ship Owners / Shippers' Choice of Ports, Classification Agencies , types of transport contracts ( ocean Bills of Lading , Charter Parties ) ,  
Premier Activities of the ship with the Port during stay.
- 3.0 **Risk Coverage : [ 10 L ]**  
Marine Insurance ( Risks covered , Loss Principles , Underwriters , Current & Future Concepts ) , P&I Club , Associated Rules of Transportation ( PAL' 72 , H / V' 68 , Hamburg' 78 ) , Classification of Cargo, Classification of Ware Houses, Risk & Responsibility of Port Authorities, INCOTERMS, Case Studies.

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**4.0 Statistics & Analysis : [ 4 L ]**

Maritime Commercial Statistics (World Seaborne Trade, Main Bulk Commodities, World Tonnage, World Merchant Fields, Size Distribution in World Fleet).

**5.0 Registration : [ 10 L ]**

Flags of Registry , Implication of Registry in Ship Operation, Role of Port in Registry, Rights & Obligations of a Ship at Port, Rights of Ship board Personnel under different Registry, Different Case Studies.

**6.0 Premier Maritime Organizations: [ 4 L ]**

Premier International Maritime Organizations (IMO , ILO , UNICITRAL , BIMCO , CMI , IHO , ICHCA , ICS, IAPH , IALA , FIATA , IUMI etc.)

**Suggested Readings**

- [1] **Dictionary of Shipping** : Alan E. Branch - Wetherby & Co., London
- [2] **Dictionary of Commercial Terms & Abbreviations** : Alan E. Branch - Wetherby & Co., London
- [3] **Efficient Port** : R.B. Oram & C.C.R. Baker - Pergamon Press Oxford
- [4] **Port Management & Operation** : Prof. Patrick M. - LLP, London Alderson Hongkon
- [5] **Traffic System Analysis** : Martin Wohl & Brian V. Martin - McGrew Hill Book Company

**WBUT/MBA/3<sup>rd</sup> Sem  
( 4 Credit /40hours )**

**PLM 302 – Port / Shipping / Labour Laws**

**1.0 Port Administration : [ 10 L ]**

Port Administration , Ownership & Management ( Types & Activities , Private Sector Participation ), Port policy , EU / US Port & Transport Policy , National Port Planning , Port & State Financial Assistance.

**2.0 Port Labour & Associated Laws : [ 16 L ]**

Port Labour Development & Employment , Labour Split , Gang Size , Tonnage & Labour , Technological changes in labour employment , Labour Improvement & Training, Safety of Labour & Cargo Regulations, Regulation involving specialized / Dangerous Cargo, ISPS Codes , , Safety of other Personnel , Environmental Laws ( Application of Relevant MARPOL & other Rules ) , Dock Regulations Relating to Marine Departments Operations , Rules governing immigration & health officials.

**3.0 Shipping Agency Procedures : [ 6 L ]**

Freight & Forwarding Regulations , Custom Procedures, Port Pricing , Immigration Laws, Documents Required for Passenger Vessels, Clearing Procedure, Taxes and Penalties.

**4.0 Shipping Laws : [ 8 L ]**

Birth and advent of Merchant Shipping Laws & Practices, Laws of Transportation, Regulation governing Shipment, Trade Practices, Pollution Fire or any other exigencies import, arrest & detention of vessels, Port Enquiry & Investigation etc.

**Suggested Readings**

- [1] **The Law Relating to Merchant Shipping in India** : B.C. Mitra - UBA, Allahabad

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- [2] **International Conflicts of Labour Law** : Felice Morgenstern - ILO, Geneva
- [3] **Shipping Law** : Lord Chorley & - Pitman O.C. Giles
- [4] **The Business of Shipping** : Lane C. Kendall - Chapman & Hall
- [5] **Harbour Law** : R.P.A. Douglas - Llyods of London Press Limited
- [6] **Labour Law – Work & Development** :Debi S. Saini - West Vill Publishing House New Delhi

**WBUT/MBA/3<sup>rd</sup> Sem  
( 4 Credit /40hours)**

**PLM 303 – Port Operation Management**

**1.0.Port facility : [4L]**

Its present functions & features , Different types of ports , Main facilities & services , Impact of changing ship technology on ports , Berths & Terminals ( Terminal Productivity Definitions , Reduction of Waiting Time , Berth size , type & layout ),

**2.0 Regulative & Operational Measures : [8L]**

Port Environmental Matters ( Organisations concerned & their involvement , Port Environmental Pollution Effects ,Port Authority Rates & Policies , Inland transport Practices & Control) , Policies for Sustainable Development , Personnel & Training , Berth Maintenance , Port Logistics & Distriparks , Number of Berth Requirements , Equipment & Terminal Layout , Vessel Traffic Services ,

**4.0 Problems : [10L]**

Basic Problems for Port Management , Classification of problems ( country based , nature of ports , Effect of society , Location, Logistics , Labour etc ) , case studies

**5.0 Dredging & Surveying : [6L]**

Licensing of River works & Dredging , Hydrographic Surveying ,

**6.0 Associated Service Management [10L]**

:Pilot age , Tugs , Bunker Supply , Emergency , Medical, Transit etc  
Transport Modal Split Management , Port Traffic Control , Port Operational Planning

**7.0 Tariffs & Charges :[2L]**

Port Tariffs , Custom entry Charges , Miscellaneous Charges , Port Authority Rates & Policies , Inland transport Practices, different Case studies

**Suggested Readings**

- [1] **Elements of Port Operation & Management** : Alan E. Branch : Chapman &Hall
- [2] **Capital Dredging** : Institution of Civil Engineers : Thomas Telford London
- [3] **Port Management & Operations** : Prof Patrick M. Alderton : LLP, London
- [4] **Economics Of Shipping Practice & Management** : Alan E.Branch : Chapman & Hall
- [5] **Efficient Port** : R.B.Oram & : Pergamon Press C.C.R.Baker Oxford

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**4<sup>th</sup> Semester**

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[MB -401] : PROJECT MANAGEMENT & ENTREPRENEURSHIP DEVELOPMENT**

**Module I**

25. **Project Planning** : Project Management scenario; Project Asset – issues & problems; Gantt Chart & LOB; Network Analysis; PERT / CPM, Resource Monitoring & Control. [6L]
26. **Project Buying** : Projects Procurement Process, Life – cycle Costing, Project Cost Reduction methods, Project Stores, Organization & HRD issues, Computerization. [4L]
27. **Investment Feasibility Studies** : Managing Project Resources Flow; Project Cost – Capital & Operating; Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process. [8L]
28. **Issues in Project Management** : Project Audit, Project Monitoring & MIS, Cost Control, Real Time Planning, Intangibles. [3L]
29. **Project Management** : Case Studies [3L]

**Module II**

7. **Entrepreneurship** : Meaning & concept; psychological & social factors; conditions needed for entrepreneurship; role of government; qualities of a prospective entrepreneur. [2L]
8. **Entrepreneurial Motivation** : McClelland's N-Ach theory; self – analysis, personal efficacy, culture & values, risk-taking behaviour, technology backup. [4L]
9. **Entrepreneurial Skills** : Creativity , problem solving, decision making, communication, leadership quality. [2L]
10. **Information** : Assistance from different organizations in setting up a new venture; technology parks; industrial corporations; directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Commission, DGS & DNSIC, DGFT, how to apply for assistance – procedure, forms, procedures for obtaining contract from Railways, Defence, P & T etc., SIDBI. [3L]
11. **Preparation of Project Report** : Product/service selection; feasibility report preparation [2L]
12. **Case Studies** : Diagnostic case studies of successful / unsuccessful entrepreneurs; key variables explaining success/ failures [3L]

**Suggested Readings**

Chandra, Prasanna – Projects (6<sup>th</sup> Edition); TMH  
Clements and Gido – Effective Project Management; Thomson Learning  
Clifford F. Gray and Erik W. Larson – Project Management (3<sup>rd</sup> edition); TMH

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

Donald F. Kuratko and Richard M. Hodgetts – Entrepreneurship (7<sup>th</sup> edition); Thomson Learning  
Gopalkrishnan & Ramamoorthy - Text Book of Project Management; McMillan  
Nicholas – Project Management for Business and Technology (2<sup>nd</sup> edition); Pearson Education  
Roy, Rajeev – Entrepreneurship; OUP

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[ MB -402] : STRATEGIC MANAGEMENT**

**Module – I (20 hrs)**

1. **Strategic Management** : Objectives, policies, Tools – Balanced Score Card, Strategic Management process. [ 4L]
2. **Environmental Scanning** : SWOT Analysis, External Environment Analysis (Economic, Legal, Govt, Political, Social, Geographic, Technical); Internal Environment Analysis - Strategic Advantage Factors (Finance, Market Production, HR, R & D, etc.) [ 4L]
3. **Strategic Planning** : Corporate; Functional and Managerial Goal Setting; Positioning Organization, Models for Resource Allocation, Environmental Turbulence Strategic Investment, Strategic Entry [ 6L]
4. **Formulating Strategies** : Corporate, Administrative/Executive and Operating Levels, Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; BCG Matrix, Portfolio analysis. [ 6L]

**Module – II (20 hrs)**

5. **Implementation of Strategies** : Role of Managers, Leadership, Strategic Control System and Measurement, Structural Implementation, Functional Implementation. [ 6L]
6. **Strategic Actions** : Mergers, Acquisitions, Diversification, Joint Ventures, De-Merger [ 4L]
7. **Evaluation of Strategy** : Need, Problems, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation [4 L]
8. **Case studies** – Strategic Planning and Management [ 6L]

**Readings**

Ansoff, H.I. & McDonnell, E.J. : Implementing Strategic Management, Prentice-Hall  
Banerjee, Bani P. : Corporate Strategies, OUP  
Das, Ranjan : Crafting the Strategy, Tata McGraw Hill  
Kazmi, A. : Business Policy & Strategic Management, Tata McGraw Hill  
Mellahi, K., Frynas, J.G. & Finlay, P. : Global Strategic Management, OUP  
Porter, Michael E. : Competitive Strategy, The Free Press  
Roy, Dilip : Discourses on Strategic Management, Asian Books

**WBUT/MBA/3<sup>RD</sup> SEM**  
**(8 Credit : 80 Hrs.)**

**[ MB-403] : COMPREHENSIVE Viva Voce**

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

**Specializations**

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[MM -404] : INTERNATIONAL MARKETING**

1	<b>Introduction:</b> Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, Marketing orientation of a firm	<b>3L</b>
2	<b>Trade Theories:</b> Basis of international trade, Principles of absolute and relative advantage, Factor endowment theory	<b>3L</b>
3	<b>Dynamics of World Market:</b> Identifying and satisfying global needs, Coordinating activities and recognizing constraints	<b>4L</b>
4	<b>Environment of International Marketing: Economic-cultural</b> – culture and its characteristics, influence of culture on consumption decisions, cultural universals, <b>Politico- Legal</b> – concept of multiplicity of political and legal environment, different political and legal systems	<b>4L</b>
5	<b>International Institutions:</b> (only the objectives) – WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc.	<b>3L</b>
6	<b>International Product Policy:</b> New product policy, International product life cycle, Product line policies, Branding, packaging and labeling	<b>4L</b>
7	<b>International Pricing Strategies:</b> Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade	<b>3L</b>
8	<b>Distribution:</b> Methods of entry into foreign markets, Foreign market channels, Global logistics	<b>4L</b>
9	<b>Promotion:</b> Global promotion mix, Standardized global communication	<b>2L</b>
10	<b>Foreign Exchange:</b> Concepts of spot rate, forward rate, arbitrage, translation; FEMA	<b>3L</b>
11	<b>Procedure of Foreign Trade and Documentation:</b> Process of importing and exporting, Documentation (only the purpose) – certificate of origin, bill of lading, mates receipt, letter of credit, line of credit	<b>3L</b>
12	<b>Case Study</b>	<b>4L</b>

**Readings:**

Black & Sundaram: International Marketing: PHI  
 Doole, J. & Lowe, R.: International Marketing Strategy; Thomson  
 Johansson, J.K., TMH  
 Joshi: International Marketing: OUP  
 Keegan: Global Marketing Management: Pearson  
 Lee, K. & Carter, S., Global Marketing management, OUP  
 Onkvisit & Shaw: International Marketing – Analysis & Strategy: Pearson  
 Paul, J,& Kapoor, R, International Marketing, TMH  
 Terpestra & Sarathy: International Marketing: Harcourt College Publishers

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**WBUT/MBA/4<sup>th</sup> SEM**

**(4 Credit : 40 Hrs.)**

**[MM -405] : SERVICE MARKETING**

1	<b>Service Marketing:</b> Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Impact of technology on different service sectors	4L
2	<b>Service Concept:</b> Definition, Characteristics of services, Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process	4L
3	<b>Consumer Behaviour in Service Marketing:</b> Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers	4L
4	<b>Service Strategy Planning:</b> Understanding the customer and competition, Positioning services, Service triangle concept	2L
5	<b>Creating the Service Product:</b> Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products	2L
6	<b>Service Marketing Communications:</b> Elements of promotional mix for services	1L
7	<b>Pricing of Services:</b> Foundations of pricing, How service prices are different, Approaches to pricing	2L
8	<b>Distributing Services:</b> Distribution in service context, Direct channels, franchising, agents and brokers, electronic channels, Strategies for effective delivery	2L
9	<b>Designing and Managing Services:</b> Designing service delivery system, Service blue printing, Quality function deployment, Customer as co-producer	2L
10	<b>Managing Demand and Capacity:</b> Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations	2L
11	<b>Planning the Service Environment:</b> Physical evidence, Servicescapes - types and role, customer response to environment, guidelines for servicescape strategies	1L
12	<b>Managing People:</b> Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture	2L
13	<b>Service Quality:</b> Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality	4L
14	<b>Different Services:</b> Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing-mix analysis	2L
15	<b>Building Customer Relationships:</b> Goals of relationship marketing, Understanding customer-firm relationships, Relationship value of customers, Customer profitability segment, Targeting right customers, Relationship development strategies, Relationship challenges, Life-time value	2L
16	<b>Case Studies</b>	4L

**Readings:**

Apte, G.: Service Marketing; OUP

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Fitzsimmons, J A & Fitzsimmons, M J: Service Management; McGraw Hill  
 Gronroos, C.: Services management and marketing; Wiley  
 Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson  
 Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education  
 Rao, K.R.M.: Services Marketing, Pearson Education  
 Srinivasan R.: Services Marketing; PHI  
 Verma, H.V. : Services marketing, Pearson  
 Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing; TMH

**WBUT/MBA/4<sup>th</sup> SEM**  
**(3 Credit : 30 Hrs.)**

**[MM -406] : CONSUMER BEHAVIOUR**

1	<b>Introduction to Consumer Behaviour:</b> Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior	<b>2L</b>
2	<b>Consumer Decision Process:</b> Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying	<b>5L</b>
3	<b>Individual Characteristics:</b> Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements	<b>3L</b>
4	<b>Consumer Perception:</b> Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process	<b>2L</b>
5	<b>Learning and Memory:</b> Information acquisition and processing, Learning elements, Theories, Memory processes	<b>2L</b>
6	<b>Consumer Motivation:</b> Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement	<b>2L</b>
7	<b>Self-concept:</b> Perspective of self, Consumption and self concept, Gender roles	<b>2L</b>
8	<b>Attitude:</b> Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement and change	<b>4L</b>
9	<b>Culture Subculture and Social Class:</b> Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification	<b>2L</b>
10	<b>Reference Group Influence:</b> Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion	<b>2L</b>
11	<b>Family and Household:</b> Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behaviour	<b>4L</b>
12	<b>Models of Consumer Behaviour:</b> Nicosia, Howard-Sheth & EKB	<b>4L</b>
13	<b>Organizational Buying Behaviour:</b> Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buying process	<b>2L</b>
14	<b>Case Studies</b>	<b>4L</b>

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2008-2009)**

**Readings:**

Assael, H.: Consumer Behaviour & Marketing Action; South-Western  
Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western  
Hawkins, D.I., Best, R.J., Koney, K.A. & Mookerjee, A.: TMH  
Kumar: Conceptual issues in Consumer Behaviors; Pearson Education  
Loudon & Bitta, Della: Consumer Behaviour; TMH  
Shiffman & Kanuk: Consumer Behaviour; Pearson Education  
Solomon, M. R., Consumer Behaviour, Pearson Education

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[ FM -404 ] : FINANCIAL INSTITUTES AND MARKETS.**

1. **Indian Financial System In India** : Financial Concepts, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Components of Financial Market, Financial Instruments, Multiplicity of Financial Instruments. 3L
2. **Money Market** : Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments, Structure of Indian Money Market, Features of Indian Money Market, Call Money Market, Recent Developments. 4L
3. **New Issues Market** : Relationship between New Issues Market and Stock Exchange, Functions of New Issue Market, Instrument of Issues, Players in the New Issue Market, Recent Trends, causes for Poor Performance - Suggestions. 2L
4. **Secondary Market** : Introduction, Control Over Secondary Market, Registration of Stock Brokers, Registration Procedure, Method of Trading in a Stock Exchange, Depository services, Emergence of NSE, Objectives, Features of NSE- Comparative analysis of BSE & NSE functioning 6L
5. **Securities And Exchange Board of India** : SEBI – Background, Objectives, Functions, Powers, Organization, SEBI and the Central Government, SEBI Guidelines for Primary Market, Secondary Market. 4L
6. **The Banking Sector** – Industry Overview – Financial statements and Analysis, Regulation of Commercial Banks, Prudential accounting Norms 4L
7. **The Insurance Sector** – Basic Principles of Insurance – components of insurance Market- The changing scenario of the Indian Insurance Sector 4L
7. **Mutual Funds** : Concept - Types - Nature – NAV – Trends in Indian Mutual Fund Market - SEBI & Mutual Fund. 4L
8. **Merchant Banking** : Concept -Types -Functions - Trends in Merchant Banking in India - SEBI & Merchant Banking. 4L
9. **Leasing & Hire Purchase Finance**: Definition of Leasing, Types of Lease, The Leasing Process, Definition of Hire Purchase, Rights of Hirer, Rate of Interest, Evaluation of Leasing & Hire Purchase as method of financing 2L
10. **Credit Rating Agencies** : Concept - Functions - Different Credit Rating Agencies - Popular Symbols - SEBI & Credit Rating. 2L
11. **Personal Financial Services** : Debit Card - Credit Card - Housing & Personal Loans. 1L

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## Readings :

### Text:

Fabozzi: Financial Markets & Institutions, Pearson  
Guruswamy: Financial services and Markets, Thomson Learning  
Khan: Indian Financial Systems, Tata McGraw-Hill  
Kohn: Financial Institutes and Markets, OUP  
Pathak: Indian Financial System, Pearson

### Reference:

- Fabozzi: Bond Markets, Analysis and Strategies, Pearson Education

WBUT/MBA/4<sup>th</sup> SEM  
(4 Credit : 40 Hrs.)

## [FM -405] : INTERNATIONAL FINANCE

1. **International Dimensions of Financial Management** : The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management. 2L
2. **International Monetary System**: History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO 4L
3. **Balance of Payments (BOP)**: Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility. 4L
4. **The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives**: The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination 8L
5. **Foreign Exchange Exposure & Risk Management**: Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates ), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies. 10L
6. **International Financial Markets** : International Banking & Money Market- International banking Services – Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets-Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources-Debt Management and Funding Goals- International Debt Instruments- International Bank Loans - Euronotes-International Bond Market 4L
7. **Financial Management of MNCs** : Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital-Improving Market Liquidity- Overcoming Market Segmentation- Causes of Segmentation- International Diversification and the cost of capital- International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates; Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two methods- Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds 8L

## Readings :

### Text:

- Apte, PG : International Financial Management, Tata McGraw Hill.
- Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education

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- Eun & Resnick: International Financial management, Tata McGraw-Hill
- Jeff Madura: International Corporate Finance, Cengage Learning
- O' Brien: International Finance, OUP

**Reference:**

- Butler: Multinational Business Finance, Thomson Learning
- Hull: Options, Futures and Other Derivatives, Pearson Education

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[FM-406] : DERIVATIVES AND RISK MANEGEMENT**

<b>Introduction-</b> Forward contracts, Futures contracts, Options and other derivatives.	2L
<b>Forward and Futures</b> – markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures	10L
<b>Options</b> – Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model ; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies	12L
<b>Management</b> of market risk – Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR	8L
<b>Other derivatives-</b> Swaps, Warrants, Convertibles	4L
<b>Risk Management in Financial Institutions</b> – Overview of BASEL –II, Market Risk, Credit Risk and Operational risk elements	4L

**Readings :**

**Text:**

Chance: Derivatives & Risk Management, Thomson Learning  
Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP  
Hull: Options, Futures and Other Derivatives, Pearson Education/PHI  
Kumar: Financial Derivatives, PHI  
Stulz: Risk Management & Derivatives, Thomson Learning  
Varma: Derivatives and Risk Management, Tata McGraw-Hill

**Reference:**

Björk: Arbitrage Theory In Continuous Time, OUP, New York  
Wilmott; Quantitative Finance, Vol I & II, John Wiley & Sons, New York

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[ISM - 404] : SOFTWARE MANAGEMENT**

<b>1. Introduction to Software Processes and Metrics, problems:</b> Goals and requirements of Software Development.	[2L]
<b>2. Software Project Planning:</b> Project Process Groups (Initiating, Planning, Executing, Controlling and Closing Processes). Planning Activities – Schedule Development, Resource Planning, Cost estimating / Budgeting, Quality Planning, Human Resource Planning, Communication Planning, Risk Management Planning, Procurement Planning, Developing on Information Technology, Project Management Methodology, Software Project Management Plan (SPMP). Change Control on Information Technology Projects.	[5L]
<b>3. Project Scope Management:</b>	[2L]

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Definition, Project Initiation – strategic planning & project selection, Project Charters, the scope statement, Work Breakdown Structure - approaches (using guidelines, the Analogy Approach, Top – Down & bottom – up Approaches ), Scope Verification and Scope change Control.

**4. Project Time Management:** [4L]  
Project Schedule, Project Network Diagrams ( AOA or ADM, PDM ), Activity duration Estimating, Gantt Charts, Critical Path method , PERT.

**5. Project Cost Management:** [6L]  
Importance, Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management.  
Estimation Techniques:  
COCOMO (Basic, Intermediate & complete COCOMO Model)  
Halstead's Software Science  
Putnam Model  
Jensen Model

**6. Quality Management:** [6L]  
Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models.  
[CMM, CMMi, Six Sigma], Zero defect, Quality assurance.

**7. Project Human Resource Management:** [2L]  
Managing People (Motivation Theories, Influences & power, Improving Effectiveness), Organizational Planning, Staff Acquisition & Team Development.

**8. Project Communication Management:** [2L]  
Importance, Communication Planning, Information Distribution, Performance Reporting, Administrative Closure.

**9. Disaster Recovery Planning & Risk Management:** [4L]  
Importance, Risk Management Planning, Sources of Risk, Risk Identification, Qualitative & Quantitative Risk, Risk Response Planning , Risk Monitoring & Control.

**10. Change management:** [2L]  
Configuration management, ITIL methodology

**11. Project Procurement Management:** [2L]  
Importance, Planning , Solicitation Planning, Solicitation, Contract Administration & Close Out.

**12. Using Project Management Tool:** [3P]  
MS Project 2000 / 2003. Case Study.

**Suggested Readings:**

Behforooz: Software Engg. Fundamentals, OUP  
Hughes & Cotterell, Software Project Management: TMH  
Mall, Rajib: Fundamentals of Software Engineering, PHI.  
Maylor: Project Mgmt., Pearson Education  
Pressman: Software Engineering, McGraw Hill  
Schwalbe, Kathy: Information Technology Project Management, Thomson Learning.  
Basics of Software Project Management: NIIT, PHI

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[ SM - 405 ] : E-BUSINESS**

1. Electronic Commerce: [6L]  
Overview, Definitions, Advantages & Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Prospectives.

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2. Technologies: [2L]  
Relationship Between E – Commerce & Networking, Different Types of Networking For E – Commerce, Internet, Intranet & Extranet, Client – Server, Web – Server Architecture, Infrastructure Requirement For E – Commerce, Intelligent Systems.
3. Business Models of e – commerce: [6L]  
Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Revenue based models, E – Governance.
4. E – strategy: [3L]  
Overview, Strategic Methods for developing E – commerce, E-advertisement.
5. M-commerce: [3L]  
Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security, concepts of WAP.
7. Supply Chain Management: [4L]  
E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE - Framework, Internet's effect on Supply Chain Power.
8. E – Payment Mechanism: [4L]  
Payment through card system, E – Cheque, E – Cash, E – Payment Threats & Protections.
9. E – Marketing: [4L]  
eShopping, Telemarketing.  
Commercial packages for building eShopping portal e.g. One&One  
Case study
10. Electronic Data Interchange (EDI): [2L]  
Meaning, Benefits, Concepts, Application, EDI Model, Protocols (UN EDI FACT / GTDI, ANSI X – 12), Data Encryption (DES / RSA).
11. Risk of E – Commerce: [4L]  
Overview, Security for E – Commerce, Security Standards, Firewall, Cryptography, Key Management, Password Systems, Digital certificates, Digital signatures.  
Rules & Regulations For Controlling E – Commerce, Cyber Laws.
12. ERP [2L]  
Evolution through MRP I and MRPII, Need Identification, Scope and Problem of ERP selection and Implementation, Products and Packages of ERP, Selection of ERP processes, Integrating ERP with other systems, Opportunities and benefits.  
Case Study – BPR.

**Suggested Readings:**

- Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH  
Christopher J. & Clerk T.H.K., Global E-Commerce, University Press  
Joseph P.T. : E-commerce An Indian Perspective, PHI  
Kalakota, Whinston : Frontiers of Electronic Commerce , Pearson Education.  
Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing..  
Reynolds, Beginning E-Commerce, SPD  
Whiteley, David, E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill.

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 Credit : 40 Hrs.)**

**[SM - 406] : FUNDAMENTALS OF NETWORKING**

1. **Communications:** [6L]  
[a] Need for computer networking, components of a data communication system,  
direction of data flow(simplex, half-duplex, full-duplex)

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[b] Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW.

[c] Network topology, transmission media.

[d] Applications of networking in business and society.

[e] concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.

### **2. Network: [10L]**

Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance,

concepts in network layer, switching techniques, routing methods (static & dynamic), concepts of ALOHA, MACA, MACAW protocols.

Concepts of Wi-Fi & Wi-Max.

Case study: telephone network and satellite network.

### **3. TCP / IP: [4L]**

Session, Presentation and Application Layers functions.

### **4. Networking and Internetworking devices: [2L]**

Introduction to repeater, hub, bridge, switch, router and gateway.

Case study: Office network

### **5. Distributed Processing Potential: [5L]**

Client Server Computing, introduction to distributed database.

### **6. Internet: [5L]**

Internet Protocols, IP addressing (IP4 + IP6 ), class & subnets (concept only), Internet computing, MPLS.

### **7. Mobile Computing: [4L]**

Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of bluetooth.

### **8. Network Security & Privacy: [4L]**

overview, purpose, spamming , cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall.

#### **Suggested Readings:**

Comer : Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education

Forouzan : Data Communication & Networking, TMH.

Stallings, W., Data and Computer Communications, Pearson Education

Tanenbaum : Computer Networks, Pearson Education

Zheng, Computer Networks for Scientists & Engineers, OUP

**WBUT/MBA/4<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

### **[HR – 404] : INDUSTRIAL RELATIONS**

Module – I (20 hrs)

1. **Industrial Relations** : Concept, Approaches to IR, Parties to IR, System Model of IR [ 4L]
2. **Industrial Worker in India** : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics) [2 L]
3. **Trade Unionism in India** : Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organisations in India, Managerial Associations. [4 L]
4. **Industrial Relations in India** : Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions. [6 L]

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5. **Industrial Disputes** : Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery ). [4L]

**Module – II** (20 hrs)

6. **Collective Bargaining** : Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India. [4 L]
7. **Workers' Participation in Management** : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India. [4 L]
8. **Labour Welfare and Industrial Relations** : Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India. [4 L]
9. **Employee Discipline** : Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling. [4 L]
10. **Case Studies - Wage Negotiation, Disciplinary Action, Industrial Disputes** [4 L]

**Readings**

Marchington, M. : Managing Industrial Relations, McGraw Hill.  
Monappa, Arun : Industrial Relations, Tata McGraw Hill.  
Ramaswamy, E. A. : Managing Human Resources, Oxford University Press.  
Venkata Ratnam, CS: Industrial Relations, OUP  
Govt. of India : Report of the National Commission on Labour

**WBUT/MBA/4<sup>th</sup> Sem**  
**(4 Credits : 40 hrs)**

**[HR – 405] : ORGANIZATIONAL DEVELOPMENT**

**Module – I** (20 hrs)

1. **Organisational Change and Development** : Concept, History, Assumptions, Organisational Change, Process, Lewin's Model, Organizational Life Cycle, Values and Assumption of OD. [4 L]
2. **Operational Components of OD** : Diagnostic, Action and Process – maintenance component. [4 L]
3. **Characteristics and Foundation of OD Process** : On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focus on Work Teams. [4 L]
4. **OD and Action Research** : Process, Approach, Use of Action Research in OD. [2 L]
5. **OD Interventions** : Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task – Process, Effective OD Interventions – Characteristics, Factors for Design [6 L]

**Module – II** (20 hrs)

6. **Team Interventions** : Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions. [6 L]
7. **Personal, Interpersonal and Group Process Interventions** : Process consultation, Third – Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning Interventions. [4 L]

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

8. **Comprehensive Interventions** : Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach. [4 L]
9. **Structural Interventions** : Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for OD, Re-engineering. [4 L]
10. **Issues in OD** : OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational, Research in OD. [2 L]

**Readings**

French, W. L. & Bell, C. H. : Organisation Development, Prentice Hall of India./Pearson Education  
French, W. L. & Bell, C. H. : Organisation Development and Transformation, Tata McGraw Hill  
Gummings, T.G. & Worley, C.G. : Organization Development and Change, Thomson  
Pareek, Udai : Understanding Organisational Behaviour, OUP  
Robbins, S. P. : Organisational Behaviour, Prentice Hall of India./Pearson Education

**WBUT/MBA/4<sup>th</sup> Sem**  
**(4 Credits: 40 hrs)**

**[HR – 406] : HUMAN RESOURCE DEVELOPMENT**

**Module – I ( 20 hrs)**

1. **Human Resource Development** : Meaning, Scope and Purpose, HRD Process, Techniques of Assessment of HRD Needs – Organizational Analysis, Task Analysis, Individual Analysis. [6L]
2. **Strategies of HRD**: Organizational Development, Individual Development, Team Development, Organizational Culture Building. [4 L]
3. **Individual Development through Training**: Designing Training Programme; On-the-Job, Off-the-Job; Methods – Lecture, Case Analysis, Role Play, Games, Exercises; Role of Trainer, MDPs, Out-Bound Training. [6 L]
4. **Evaluation of Training** : Need, Principles, Criteria, Technique of Evaluation, Impediments to Effective Training, Improving Effectiveness of Training. [4 L]

**Module – II ( 20 hrs)**

5. **Individual Development through Non - Training - Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counselling.** [6 L]
6. **Team Development Programmes** – Methods and Schemes : Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities. [4 L]
7. **Competency Management** – Planning, Mapping, Measurement [4 L]
8. **HRD Experiments and Cases** – In India and Other Countries [6 L]

**Readings**

Desimone, R. L., Werner, J. M. & Harris, D. M. : Human Resource Development, Thomson.  
Pareek, Udai & Rao, T. V.: Designing and Managing Human Resource Systems, Oxford & IBH.  
Rajsekharan, N.P. : Competency Web, Universities Press  
Rao, T. V. : Readings in HRD, Oxford & IBH.

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

Silvera, D. M. : Human Resource Development – The Indian Experience-Publisher

**WBUT/MBA/4<sup>th</sup> Sem**  
**(4 Credits: 40 hrs)**

**IHSA – 4041 : Law**

**Law (HSA-404)**

- a) General Law of Contract: Essentials of a contract-offer & acceptance-capacity of parties-free consent consideration & legality of object-void agreement & contingent contract
- b) Legal aspect & Consumer Protection Act: Introduction:-Medico-legal aspects on clinical practice-Duties and responsibilities of Doctors-professional secrets & privileged communication-consent-IMPLIED consent and expressed consent Consumer Protection Act-CP council-consumer dispute redressal agencies-Application of CP Act in Hospitals, important cases
- c) Concept of confidentiality medical negligence, medico-legal cases attendance in court.
- d) WB clinical Establishment ACT 2000 – Some provisions.
- e) Biomedical waste management & handling rule-1998: Meaning, classification of bio-medical waste- treatment & disposal- colour coding & types of container for disposal of bio-medical Waste-Rules for Bio-medical waste management-Annexure of Ministry of Environment & Forest with regard to Bio-medical waste management & Handling Rule 1998(schedule 1 to 6)
- f) Shops & Establishment Act in conjunction with Company Law :  
Key Definitions, Nature of a hospital as a corporate entity and related issues as per latest amendments by the CLB (Company Law Board) Introduction to such principles as the Doctrine of Indoor Management.
- g) Human Rights:  
A brief introduction to Constitutional definitions of Fundamental rights and Directive Principles of State Policy as interpreted in conjunction with the health sector and its management.  
Relevant United Nations covenants and resolutions specific to India. Protection of Human Rights Act 1993 Indian Medical Council profession conducts etiquette & ethnics regulation 2002. Role of Human Rights Commission and other relevant bodies for redressal of denial of treatment causing death or permanent impairment.
- h) Insurance :  
Role of carrier drugs, auto-immune and metabolic diseases  
1) Life Insurance  
2) Medical Insurance: Role of Mediclaim policies, causa proxima, insurable interest issues.  
Issue of quantum of contribution. Explanations of useful terms: Premium, Double Insurance, Re- insurance policies etc.  
Current issue of claim settlement through Third Party in concerns like National Insurance Co., New India Assurance, United India Assurance etc. Role of Insurance Regulatory and Development Authority Act 1999 Demerits: Subversion of claims by claiming pre-existing diseases or disorders in current cashless settlements. Cost, health promotion etc.
- h) Organ Transplant Act, MTP Act regulation of pre-natal diagnostic tests, rules relating to blood bank.

**WBUT/MBA/4<sup>th</sup> Sem**  
**(4 Credits: 40 hrs)**

**IHSA – 4051 : Planning, Organizing & Management of Health Service**

## **MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

### **Planning, Organizing & Management of Health Service (HSA-405)**

a) Planning & Designing of a Hospital:- Prerequisites, Layout & Architecture, Designing for Common use areas, rest & recreational facilities & residential accommodation-Legal requirements, Project Management & implementation.

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b) Organization of technical, clinical & support Services,

c) Management techniques: Qualitative and Quantitative

d) Problems in managing Hospitals- internal& external –Remedial measures

e) Organization, Staffing, Coordination & Cooperation

f) Planning & Managing Resources & their optimum utilization

g) Management of Social Services-Management of NGOS, Community Health workers, Disaster Management, Mass Casualty Management

h) Management of information system (MIS) in health care.

i) Quality Management in health care organization.

**WBUT/MBA/4<sup>th</sup> Sem**  
**(4 Credits: 40 hrs)**

### **[HSA – 4061 : Logistics Management in Healthcare Units and Storage & Distribution**

#### **Logistics Management in Healthcare Units and Storage & Distribution (HSA-406)**

a) Logistics: Principles, Components, Importance in Healthcare units, Logistic supplies, services & users.

b) Material requirement planning: Methods of forecasting requirements of materials related to Healthcare & Auxiliary services, planning, budgeting& controlling

c) Inventory Control & Management in Healthcare Units

d) Procurement: Principles of sourcing, purchasing methods, reference to legal aspects of purchasing

e) An overview of law of contracts Sales of Goods Act, Drug Control Act Highlighting the general features of the Acts (No clause by clause study)

f) Principles of Storage and Stores accounting-Types of Storage - Care and preservation of materials and equipment inventory control

g) Distribution Management- Distribution to various departments and auxiliary services.

h) Contracts Administration-Model contract for different services i.e. Laundry, Dietary, Dispensary, Security and Ambulance Services. Annual Maintenance Contract

**Specialisation on Sustainable  
Development (SD)**  
**WBUT/MBA/3<sup>rd</sup> SEM**  
**(4 credit : 40 Hours)**

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 credit : 40 Hours)**

### **[SD 404] : Sustainable Livelihood for Sustainable Development**

#### ***Course Content***

## MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)

1. **Sustainable livelihood** – concept of livelihood, livelihood vis a vis wage earning, Livelihood and income generating activities, five capitals for sustainable livelihood framework (2L)
2. **Production systems for livelihood**– Different production systems: agriculture, horticulture, sericulture, forestry, animal husbandry, dairying, fisheries and off farm activities, their linkages with livelihoods, food security, livelihood security and sustainable livelihoods, Scale of production, rural infrastructure, marketing network, dependence on middlemen, collective bargaining power, control over market and price premium, quality issue and ensuring traceability of the products from source to the point of sale ( 5L)
3. **Natural capital for livelihood** – Processes and relationships among agro climatic and natural resources as natural capitals, Methods for identification of existing natural capitals, their use pattern and outputs, , management interventions for improving the natural capital (4L)
4. **Human Capital for livelihood** - Human resources, Indigenous Technical Knowledge and skills, gender relations and roles (2L)
5. **Social Capital for livelihood** – Social network, pluralism, community based organizations and voluntary organizations, conflict management (2L)
6. **Physical capital for livelihood** – infrastructure, communication network, marketing network (2L)
7. **Financial capital for livelihood** – linkages with financial institutions, MFIs, networking with SHG federation (2L)
8. **Concept and approaches of microplanning and sustainable livelihood planning** – Concept of microplanning, participatory methods and tools including PRA tools for microplanning, steps for microplanning, feasibility analysis, cost benefit analysis; steps for sustainable livelihood planning (5L)
9. **Monitoring and evaluation of the microplans and livelihood plans** - Methods for participatory monitoring and evaluation, developing participatory indicators, social audit (3L)
10. **Rural Legal Support System** – Right to Information Act, Consumer Protection Act, Tribal Forest Act, recent development in alternative dispute settlement mechanism (3L)
11. **Field study in selected village, preparation of case study and Demonstration of the steps of microplanning and livelihood planning in selected villages** (10 contact hours)

### Readings

1. Prabhu Ghate: Indian Microfinance, Sage Publications
2. Garry Paul Green and Anna Haines: Asset Building and Community Development, Sage Publication
3. Ajit Menon: Community Based Natural Resource Management, Sage publication
4. Microplanning Manual, IBRAD

**WBUT/MBA/4<sup>th</sup> SEM**  
**(4 credit : 40 Hours)**

### [SD 405] : Agribusiness for Sustainable Development

#### *Course Content*

1. **Introduction to agri business** – scope, nature and significance of agri business, agro industries, national agricultural policy, WTO, agricultural patenting (3L)
2. **Farming systems and agro industries** – Corporate, contract, precision; sugar, oilseeds, dairy processing, seed, fertilizer, horticulture, floriculture and medicinal plants (4L)
3. **Farm Management** - meaning, definitions, principles, production, farm records, farm planning, farm budgeting, laws of return, optimal factor combination (4L)
4. **Demand forecasting and break even analysis**- determinants of demand for agri products, regional and international dimension of demand, supply management - determinants of supply, cost concepts. **Break even analysis**: concept, role in farm management (4L)
6. **Crop Planning** - production, planning, resource planning. (3L)
7. **Labour Management and Profitability analysis** - livestock management, farm waste management (3L)
8. **Marketing of agricultural produce** – marketing function, marketing channels, standardization of products, packing and transport, agricultural regulated marketing, agricultural cooperative marketing, crop insurance and Kishan Credit Cards (4L)
9. **Rural Banking** – Cooperative banking, NABARD, lead bank scheme, domestic cash management, cash flow budgeting and forecasting, capital budgeting, liquidity management (3L)
10. **Case studies and market study** (12 contact hour)

### Readings

1. Desai R.G., Agricultural Economics, Himalaya Publishing House, Nagpur

## MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)

2. Memoria, C.B. Agricultural Problem of India, Kitab Mahal, New Delhi
3. Various Reports of APEDA, National Horticulture Board (NHB) & Director of Horticulture
4. S.S. Acharya and N.L. Agrawal Agricultural Marketing in India
5. R.K. Tandon and S.P.Dhondval. Principle and Methods of Farm Management
6. Saxena H.M., Ragulated Agricultural Markets
7. Mathur, Co-operation in India
8. Chatterjee, A., Bank Credit Management.
9. Choubay, B.N., Principles and Practice of Co-operative Banking
10. Basu, A.K., Fundamentals of Banking Theory and Practice

WBUT/MBA/4<sup>th</sup> SEM  
(4 credit : 40 Hours)

### [SD 406] : Participatory Approaches, research methods for Sustainable Development

#### *Course Content*

1. **Approach in research towards sustainability** - what is sustainability research – holistic and interdisciplinary approach, integrated economy – ecology models (2L)
2. **Participatory Approaches** – Participatory Rural Appraisal, Participatory Learning Methods, Participatory development methods and approaches (4L)
3. **Quantitative and qualitative Analysis for sustainability research** - quantitative and qualitative methods for understanding rural society, Problem identification and formulation in the rural context, village study approaches including field research methods, participatory monitoring and evaluation framework, social audit (6L + 2P)
4. **Project appraisal** including social analysis, cost benefit and feasibility analysis, monitoring and evaluation (6L+2P)
5. **Project Management**- Effective Management and Planning Tools- SWOT Analysis, LFA, CPM/ PERT, and their application in the rural context (6L + 2P)
6. **Application of IT for project management** - Basic Computer Application- Windows Operation; Microsoft Office Package- Word, Power Point, Electronic spreadsheet (Excel), DBMS (Access), SPSS, GIS (Arc GIS), internet and web page design (4L + 6P)

#### Readings

1. R. Panneerselvam: Research Methodlogy, Prentice Hall of India
2. Bill Taylor, Goutam Sinha and Taposh Ghoshal: Research Methodology: A guide for Researchers in Management and Social Sciences, Prentice Hall of India
3. Bhattacharya, Fundamentals of PERT/CPM and Project Management, Khanna Publishers
4. Chopra Kanchan & Gopal Kadekodi: Operationalising Sustainable Development, Sage Publications

### M.B.A. in Shipping Management ( SHM )

#### SHM 401 – Ship Operation Management

WBUT/MBA/ 4th Sem  
(4 Credit : 40 Hours)

–

1. **Introduction : [ 2 L ]**  
Different types of voyages, Runs, Different crew nationalities, Elements of ship operation and their impacts in a voyage, Role of a Ship Manager.
2. **Materials & Maintenance : [ 4 L ]**  
ISO 9000, ISO 14000, Inventory control, Cost effectiveness, Quality bench marking for company & Ships .
3. **Shipping Organization : [ 2 L ]**  
Organizational hierarchy & function in a shipping office, Agencies & ships
4. **H.R. management : [ 2 L ]**  
Manning, Planning & problems in ship manning, Performance management, Conflicts, Shipping Communication
5. **Exigency Management : [ 4 L ]**

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

- Accidents, Arrests & Detention, Deaths & Delays, Crisis, Case Studies.
6. **Other Managements : [ 6 L ]**  
Strategic, Managerial, Marketing, ISM & Other Audits ,Change of business face, Ship procurement & sale,Case Studies.
  7. **Co -ordination : [ 2 L ]**  
With Flag State, Port State Control, Classification Societies, Owners ( incase of management of ships ), Port Authorities , Agents, Bunkers, Charteres , Insurers, Sub Charterers , Co Adventurers , Financial Institutions etc, Importance & Implications.
  8. **Evaluation & Trend Forecasting : [ 6 L ]**  
Evaluation of performance report of a ship against a voyage / over time , Utility & redundancy , Interfacing appropriate ships for identified Voyages, Loss & profit against a vessel, Planning for new ship procurement, ship acquisition & Phasing out of old ships
  9. **Ship Operation Criteria : [ 6 L ]**  
Ship Hiring / & commissioning on Charter Procedures, temping, liner services, evaluation of ships performance in a voyage, choice of proper ships for proper voyage, Elements of Technical Planning, procurement of ships from ship yard, extending life of the ship, lay off procedures.
  10. **logistic chain management in shipping : [ 6 L ]**  
Elements and criteria of logistic chain management, importance of proper interfacing, role of bunkering ,spares , surveys, Audits, manning, loading/unloading, repairs, arrival/departure, communication, freight forwarding, stevedoring, role of agents and other parties, Port Authorities, etc, logistic requirement in case of door-to-door operation, exigencies and limitation effecting performance.

**Suggested Readings**

- |   |  |
|---|--|
| <b>[1] Elements of Shipping</b>   | : Alan E. Branch - Chapman & Hall                                      |
| <b>[2] Neil Cockett on Bunkers</b>  | : Neil Cockett - LLP, London   |
| <b>[3] Sea Transport Operation &amp; Economics</b>                                  | : R.M. Alderton - Thomas Reed Publications, London                     |
| <b>[4] Marine Transportation Management</b>   | : Henry S. Marcus - Croom Helm, London/Auburn House Publishing Company |
| <b>[5] The Shipping industry (The Technology &amp; Economics of Specialization)</b> | : E.J. Gubbins - Transportation Studies - Gordon & Breach              |

**SHM 402 – Maritime Financial Management**

**WBUT/MBA/ 4th Sem**  
**(4 Credit : 40 Hours)**

1. **Introduction : [ 6 L ]**  
Shipping Financial Markets (Private & Public), Specific financial aspects, Need for shipping practice, Importance of Govt. Policies, International Banking & Credit System, features, limitations and forgery, current developments,
2. **Maritime Finance Principles (I) : [ 2 L ]**  
Demands in Shipping Management, Meaning of different demands, Law of Diminishing Marginal Utility, Demand Elasticity, Demand for Shipping Services.
3. **Maritime Finance Principles (II) : [ 2 L ]**

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

- Supply in Shipping, Introduction, meaning, Supply Schedule, Elasticity of Supply, Supply of Shipping Services.
4. **Maritime Financial System : [ 6 L ]**  
Documentary credit system, Charter contracts & payments, receipts, lump payments and receipts, non-payments and non-receipts, recovery, procedure of redressal, identification and preparation of financial terms in shipping documents in case-to-case basis.
  5. **Budgeting and Accounts : [ 8 L ]**  
Capital Cost, Running and voyage costs, other accessories cost, Hidden & Pronounced Cost, Budgeting & Account keeping, Taxes-Exemptions-Benefits>Returns , Preparation of Balance Sheet, Evaluation and identification of areas for improvement, Case Studies.
  6. **Pricing in Shipping : [ 6 L ]**  
Commodities and freight, Monopoly, perfect competition, Imperfect Competition, Pricing of Shipping Services, upward and downward swim of pricing, Global influencing criteria, Freight Forecasting & computation, Case Studies.
  7. **Shipping Conferences : [ 2 L ]**  
Important Liner conferences & its Implications, Other Allied Conferences, State & International Conferences, Implications of Conferences on Shipping Finance.
  8. **Shares & dividends : [ 6 L ]**  
Introduction, Private & Public Shares, Holding Rights, Sale and Purchase of Shares, Dividend Making Procedures, Advantages & Risks, Other Investments, Shipping Loans & Recovery Procedures, Floating of New Shares, Case Studies.
  9. **International Currency Influence : [ 2 L ]**  
International currency fluctuations & its effect on Ship Operation & Management, Situation in World Crisis, Other International Factors influencing pricing, Countering Strategies.

**Suggested Readings**

- |   |   |                                    |
|---|---|------------------------------------|
| [1] <b>Transport System Optimization &amp; Pricing</b>    | : Jain Owen Jansson                       | - John Wiley & Sons                |
| [2] <b>Sea Transport Operation &amp; Economics</b>        | : R.M. Alderton                           | - Thomas Reed Publications, London |
| [3] <b>Understanding Freight Business</b>                 | : J.M. Fetherston O.B.E.                  | - Thomas Meadows & Company Limited |
| [5] <b>Vessel Operating Economics</b>                     | : C.A. Lawrence                           | - Fairplay Publications, U.K       |
| [6] <b>United Kingdom International Freight Forecasts</b> | : S.V.Allera<br>J.E.Parsons<br>R.H.Fenyoe | : National Port Council, (U.K.)    |

**SHM 403 – Maritime HR Management**

**WBUT/MBA/ 4th Sem**  
**(4 Credit : 40 Hours )**

1. **Global Update : [ 2 L ]**  
ISF / BIMCO Record update & comparison of world maritime manning scenario.
2. **Special Requirements for Sea Farers : [ 4 L ]**  
Different job situation and working hours, Special Attitude Requirement, On Board Manning hierarchy for offices and crews, other technical qualifications as per International guidelines, Certificates of Competencies and other Professional Certificates, minimum requirement for voyage qualification, Minimum facility requirements of Seafarers under ILO,
3. **Recruitment and Planning : [ 4 L ]**

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Procedure of Recruitment and other qualification requirement for specific posts, recruitment criteria for different vessels, importance of experience Standby & wastage computation, pre planning against company policies, dispensation, Criteria for Retention, Different Issuing Authorities of Certificates and its acceptability under I.M.O.

4. **Manning Market : [ 4 L ]**  
Different Global Manning Market, Trend & shift of Focus, Advantages and Disadvantages, Relevant State and International Laws and Rules in Employing National & Foreign Manpower, Specific demands of OECD Countries, U.S., Europe continent and South East Asian Countries, Current and Future Trend, Cost Evaluation.
5. **Performance Evaluation : [ 2 L ]**  
Performance Appraisal, record keeping, suitability of specific groups for specific vessels, Promotions and Incentives on Performances.
6. **Multinational Crew Management : [ 6 L ]**  
Competence Level and Character traits of different nationalities, cultural differences, Problems arising out of difference in inter cultural and inter personal relationships, Address of the Situations, Training of Zohri's window and other Management Principles of Offices & Crews, Case Studies.
7. **Crisis management in manning : [ 6 L ]**  
Reasons for Short Supply or over flow in Manning, Minimum Certification Requirement for International Voyages, Strategic Planning, Reasons for Human conflicts on board , Selection from surplus, Different Unions & their Roles , Choice of Ship Owners for Crew, Crew performance study--- availability & planning of suitable placement, Traits & competency,
8. **Certification: [ 2 L ]**  
Different certificate of competencies & its suitability ( Indian, Panamian, Liberian, U.K. / Commonwealth etc. )
9. **Unions and Associations : [ 4 L ]**  
Different unions / associations, General working, Procedure to address demands & claims, Rights and Limitations of Unions, Claims and Compensation
10. **Ancillaries : [ 2 L ]**  
Different world shipping managing bodies ( FOSMA, MASSA, INSA etc.), IMO STCW Convention & its update, Shipping Communication System types, Back feed & its importance, Important factors influencing communication from ship to shore & vice versa, follow up on personnel feedback
11. **Personnel Management: [ 4 L ]**  
Appointment, Leave, Resignation, Promotion, Deputation, Entitlement, Provident and other Welfare Funds, Applicable Taxes and Benefits, Maintaining Roster, Salary Structure.

**Suggested Readings**

- |  |                                       |  |
|--|---------------------------------------|--|
| [1] ISF/BIMCO Periodicals                                    | : ISF/BIMCO                           | - ISF/BIMCO Publication  |
| [2] MS Notice, Circulars                                     | : Directorate General of Shipping     | - Ministry of Shipping, Govt. of India                                     |
| [3] STCW'95 Compilation                                      | : International Maritime Organization | - IMO (UNO), London.   |
| [4] Different Bulletins of the different Associations/Unions | : Different Associations/Unions       | - Indian National Ship Owners' Association (INSA), FOSMA, MASSA, NUSI etc. |

**PORT & LOGISTIC MANAGEMENT (PLM)**

**PLM 401 – Commercial Shipping**

**WBUT/MBA/ 4th Sem**

**(4 Credit : 40 Hours)**

1. **Introduction : [ 2 L ]**  
Shipping commerce & its movement across global scenario.
2. **Commodity Analysis : [ 4 L ]**

**MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

- Maritime Trade / Commodity Analysis, Specificity & Features of Ports for handling specific cargoes, Global & National Situation, Modalities for improvement.
3. **Import / Export : [ 6 L ]**  
Procedure, involvement of different parties, pricing & taxes, risk management, role of ship owners and ports, Case Studies.
  4. **Privatization : [ 4 L ]**  
Privatization & port financing post liberalization scenario in India, Advantages & Disadvantages, Premier Global Private Ports, Role & Rights of Government in Private Sector vis-à-vis improvement and management,.
  5. **Berth Management : [ 6 L ]**  
Berth management, Loading / Unloading management, Time management, Logistic Chain Management, Ware House Management, Loading Discharging Time Sheet, Case Studies.
  6. **Port Operation & Management : [ 6 L ]**  
Port commodity dynamics & its influence on port operation, active players/bodies in Port Operation, effective communication management, extra ordinary requirements in case of special cargo ports or management of special cargo, highlights and lows of Port Operation Management, Importance of Dredging, Role of Support Vessels, Case Studies.
  7. **Extraordinary Management : [ 4 L ]**  
Specificity Management/ Dangerous cargo management ( storing / loading / unloading )/ Commissioning management of new ports/ Riverine Port Management, Accident Management, Stow-aways Management.
  8. **International Trade : [ 4 L ]**  
Theory of International Trade , Free trade & protection, Balance of Trade & Balance of protection, effect of SEZ and EEZ on Port Sector.  
Important Ocean Routes of the World.
  9. **Ship Management at Port : [ 4 L ]**  
Load Line /Tonnage measurement, Ship's papers , Statutory Documents & Office Papers , Record keeping, Procedure on Arrival & Departure, Identification and Verification of Ship & Personnel, Evaluation of Port-Stay, Congestion Management, Operation Practices at Premier Ports around the world.

**Suggested Readings**

- [1] **Efficient Port** : R.B. Oram & C.C.R. Baker - Pergamon Press, OXFORD
- [2] **Port Management: & Operation** Prof. Patrick M. Alderton - LLP, London/Hongkong
- [3] **Elements of Export Practice** : Alan E. Branch - Chapman & Hall, London
- [4] **Capital Dredging** : Institution of Civil Engineers - Thomas Telford, London
- [5] **Elements of Export – Marketing Management** : Alan E. Branch - Chapman & Hall, London

**WBUT/MBA/4th Sem  
( 4 Credit /40hours)**

**PLM 402 – Cargo Handling Systems Management**

**1.0 Cargo Handling Equipments : [ 8L]**

Introduction, Factors Determining type of cargo handling equipments , conventional break-bulk handling , Types of general cargo handling equipments , Unitized Cargo Handling Systems ,

**2.0 Associated Cargo Handling Support :[6L]**

LASH ( Lighter Aboard Ship ) , Roll on / Roll off ( Ro / Ro ) Vessels , Container Handling Equipments ( Palletisation , Containerisation , Lifters & Movers , Back up systems , Container Cranes) Stowage within container ,

**3.0 Stowage Planning :[ 6L]**

Type of Cargoes , Stowage Factors , Pre Shipment Planning , Stowage Plan & Onboard Stowage , Ship Stresses & Stability

**4.0 Developments & Quality Standards :[6L]**

# **MBA Revised & Final Syllabus'2008(For the Batch starting from Academic year 2008-2009)**

Developments in Cargo Handling & Terminal Operations , Benchmarking for Quality Standards ,  
Facts Concerning Containers – Equipment Development and Control ,

## **5.0 Equipments Control & Warehousing : [6L]**

Cargo Security & Warehouse Technology , Purchase Maintenance & Control of Equipments ,

## **6.0 Cargo Control & Safety :[8L]**

Port time & cargo handling speed , General Operational Delays , Weather delays , Congestion , Compensation ,  
Port Productivity , Classification & Safety of cargo ,Case studies

### **Suggested Readings**

[1] **Progress in Cargo Handling : Chris Baker** : Gower Press ( U.K.)

[2] **Port Management & Operations : Prof Patrick M. Alderton** : LLP, London

[3] **Shipping Practice** : Edward F Stevens : Sir Issac Pitman & Sons , London

[4] **Shipping & Management** : Alan E Branch : Chapman & Hall

[5] **Shipping Industry – ( The Technology & Economics of Specialisation )** : Edmund Gubbins : Gordon & Breach

**WBUT/MBA/4th Sem  
( 4 Credit /40hours)**

## **PLM 403 – Port Modernisation & Traffic Forecasting**

### **1.0 Port Development Project : [8L]**

Port development Management ( the need, short term & Long term Planning, sequence of Investment,Project Planning feasibility study, Project control, Use of consultants, UNCTAD assistance, Port development finance, Procedure for implementation of port projects, participation of project planners ), Case Studies

### **2.0 Planning Aspects & Economics : [12L]**

Planning principles ( Port Planning Objectives , the investment plan, Terminal design principles, berthing capacity planning constraints, Cost considerations, berth occupancy, waiting time- Service time Ratio,Planning for Variation in Traffic, Co-ordinated Contingency Planning, The Economic optimum, Scheduled traffic, Seasonal variations, Seasonal variations, capacity & Traffic specialization, Flexibility & Technical changes, Principles of Investment appraisals, Financial analysis, Economic appraisal, Cost-Benefit-discounts, Congestion Cost pitfalls, Evaluation Summary Methods, Four Investment Decisions), Case studies

### **3.0 Traffic Forecasting : [8L]**

Traffic forecasting ( Forecasting Principles, Scenario writing, Control Statistics, Forecasting procedure, market Forecast, Rate of Growth, Port Policies, Trend Forecasting, Uncertainty factors , Forecasting Traffic of Various type of vessels , Hinter land Changes, Evaluation of forecasts), Case studies

### **4.0 Port Operation Development : [12L]**

Productivity & Operational Planning, Master Planning & Port Zoning, Different Aspects of Port planning ( Nautical, Civil, Environmental & safety ), Terminal/Berth development considerations ( Break bulk , Container, Multipurpose, Dry & Liquid Bulk , Ro/Ro etc ),Case studies

### **Suggested Readings**

[1] **Applied Transport Economics : K.J.Button & A.D.Pearman** : Gordon & Breach Science Publications

[2] **Traffic System Analysis** : Martin Wohl & Brian V Martin : Mc Graw Hill Book Co.

[3] **Basic Statistics for Business & Economics** : Leonard J. Kazmier : McGraw Hill Book Company

[4] **Planning & Control Theory** : M.J.Manohar Rao. : Himalaya Publishing House , Mumbai

[5] **Port Management & Operations** : Prof P.M.Alderton : LLP , London