

West Bengal University of Technology Syllabus of MBA (New Syllabus)

FIRST SEMESTER : 10 COMPULSORY COURSES

<u>Code</u>	<u>Course</u>	<u>Credit</u>	<u>Contact Hours</u>	<u>Marks</u>
MB 101	Economic Environment of Business	3	30	50
MB 102	Business Communication	3	30	50
MB 103	Computer Fundamentals & Applications	3	30	50
MB 104	Organizational Behaviour – I	3	30	50
MB 105	Quantitative Methods - I	3	30	50
MB 106	Indian Social Structure	3	30	50
MB 107	Financial Accounting	3	30	50
MB 108	Business Laws	3	30	50
MB 109	Managerial Economics I	3	30	50
MB 110	Values & Ethics in Business	3	30	50
	Total	30	300	500

SECOND SEMESTER : 10 COMPULSORY COURSES

<u>Code</u>	<u>Course</u>	<u>Credit</u>	<u>Contact Hours</u>	<u>Marks</u>
MB 201	Managerial Economics-II	3	30	50
MB 202	Organizational Behaviour-II	3	30	50
MB 203	Quantitative Methods - II	3	30	50
MB 204	Production Management	3	30	50
MB 205	Operations Research	3	30	50
MB 206	Management Information System	3	30	50
MB 207	Human Resource Management	3	30	50
MB 208	Financial Management	3	30	50
MB 209	Marketing Management	3	30	50
MB 210	Research Methodology	3	30	50
	Total	30	300	500

THIRD SEMESTER : 4 COMPULSORY, 4 SPECIALIZATION COURSES AND PROJECT WORK

<u>Code</u>	<u>Course/Practical/Project</u>	<u>Credit</u>	<u>Contact Hours</u>	<u>Marks</u>
MB 301	Quality Management	3	30	50
MB 302	Cost Accounting	3	30	50
MB 303	Computer Application in Business	3	30	50
MB 304	Materials Management	3	30	50
MB 305	Project work (8 weeks) & Viva Voce	6	60	100
Specialization	(Four courses – three from one specialization and one from another specialization)	12	120	200
	Total	30	300	500

(Major: 6 courses in one Specialization Group; Minor: 2 courses in another specialization Group during 3rd & 4th Semester)

FOURTH SEMESTER : 4 COMPULSORY, 4 SPECIALIZATION COURSES AND VIVA-VOCE

<u>Code</u>	<u>Course</u>	<u>Credit</u>	<u>Contact Hours</u>	<u>Marks</u>
MB 401	Entrepreneurship Development	3	30	50

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MB 402	Project Management	3	30	50
MB 403	Strategic Management	3	30	50
MB 404	Public Systems Management	3	30	50
MB 405	Comprehensive Viva - Voce	6	60	100
Specializa-tion	(Four courses – three from one specialization group and one from another specialization group)	12	120	200
	Total	30	300	500

NB : Same combinations of Specialization courses (Major & Minor) to be taken in both 3rd and 4th Semester

SPECIALIZATION GROUP :

MARKETING, FINANCE, SYSTEMS, HUMAN RESOURCE
MANAGEMENT, HEALTH CARE SERVICE
ADMINISTRATION

SPECIALIZATION COURSES

MARKETING (MM)

MM 301 – Sales and Distribution Management • MM 302-Advertising & Sales Promotion • MM 303 – Marketing Research • MM 404 – International Marketing • MM 405 – Service Marketing • MM 406 – Consumer Behaviour

FINANCE (FM)

FM 301 – Public Finance and Corporate Taxation • FM 302 – Working Capital Management • FM 303 – Security Analysis and Portfolio Management • FM 404 – Money and Capital Markets • FM 405 – International Finance • FM 406 – Management of Financial Services

SYSTEMS (SM)

SM 301 - Database Management • SM 302 – E Business • SM 303 – Computer Aided Management • SM 404 – Software Management • SM 405 – Systems Analysis & Design • SM 406 – Fundamentals of Networking

HUMAN RESOURCE MANAGEMENT (HR)

HR 301 - Employment & Compensation Administration • HR 302 – Human Resource Planning • HR 303 – Labour Laws • HR 404 – Industrial Relations • HR 405 – Organizational Development • HR 406 – Human Resource Development

HEALTH CARE SERVICE ADMINISTRATION(HSA)

HSA-301: Concept of Community Health
HSA-302: Epidemiology & Analysis of Healthcare Information Data
HSA-303: Health Policy and National Health Program

HSA-404: Law
HSA-405: Planning, Organizing & Management of Health Service
HSA-406: Logistics Management in Healthcare Units and Storage & Distribution

Note :

Each Student should take **THREE MAJOR Specialization papers** from any **one group & ONE MINOR specialization paper** from **any other groups** (For both Third & Fourth Semesters). All students of any **one college** can take only **one paper as MINOR specialization from any groups** (Apart from the Major Specialization group) in both the third & Fourth Semesters.

WBUT/MBA/ Ist Sem
(3 Credit : 30 hrs)

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[MB – 101] : ECONOMIC ENVIRONMENT OF BUSINESS

Course Contents

1. **Environment of Business** – Micro & Macro Environment of a Firm, Different Environmental factors, Interface of Market & Non-Market factors [4 L]
2. **Economic System** – Capitalism, Socialism, Mixed Economy, Mixed Economy in India. [2 L]
3. **Government and Business** - Role of Govt – Market System, Fiscal & Monetary Policy, Industrial Policy (1948,1956,1970,1991), Industrial Licensing, MRTP Act (1967) and its Ammendments.- Liberalisation of Indian Economy. [8 L]
4. **Economic Planning in India** – Features and Objectives, Planning Commission, Review of Five Year Plans, State Planning [2 L]
5. **International Economic Linkage** – GATT, WTO, EXIM Policy – Impact on Indian Foreign Trade [4 L]
6. **Parallel Economy in India** – Meaning, Magnitude and Consequences, Causes and Remedies, Govt. measures [2 L]
7. **Labour Scenerio** – Employment Policy, Structure of employment, Changing dimension of unemployment and employment [2 L]
8. **Social Responsibility of Business** - Welfare , Health & Hygiene, Area development, Sports. [2 L]
9. **Industry and Natural Environment** - Impact on Environment, Environment Policy, Green Industry . [2 L]

Readings:

1. N. K. Sengupta : Government and Business, Vikas Publishing.
2. R. Datt & K.P.M. Sundaram : Indian Economy, S. Chand
3. D. Amarchand : Government and Business, Tata McGraw Hill.
4. N.K. Oberoi : Environment Management, Excell Books
5. Economic Survey, Govt of India (Latest Issue)

WBUT/MBA/ I st Sem
(3 Credit : 30 Hrs)

[MB 102]: BUSINESS COMMUNICATION

Course Contents

1. **Principles of Communication** – Definition, Purpose, Process, Types. [2 L]
2. **Verbal Communication** – Target group profile, Barriers of Communication, Listening, Feedback, Presentation Skills, Use of Aids, Public Speaking, Practice Presentation. [2 L]

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3. **Written Communication** – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading. [6 L]
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. [2 L + 4 P]
5. **Writing Business Memos** - Circulars, Notices, Memos, Agenda and Minutes, Maintaining a Diary, Resume/CV, Press Release. [2L + 2 P]
6. **Writing Business Letters** – Formats, Styles, Types, Facsimiles (Fax), Electronic Mail, Handling Mail. [2 L]
7. **Handling Business Information** – Annual Report, House Magazine, External Communication – Language, Techniques. [2 L]

Readings

1. Asha Kaul : Effective Business Communication, Prentice Hall.
2. S. Bahl : Business Communication Today, Response Books.
3. J. V. Vilanilam : More Effective Communication, Response Books.
4. J. A. Blundell & N. M. G. Middle: Career – English for the Business and Commercial World, Oxford University Press.
5. Alan Pease : Body Language, Sudha Publication.

WBUT/MBA/ I st Sem
(3 Credit : 30 hrs)

[MB 110] : VALUES & ETHICS IN BUSINESS

Course Contents

1. **Values** – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, Values across Cultures. [2 L]
2. **Business Ethics** – Nature, Characteristics and Needs, Ethical Practices in Management. [2 L]
3. **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 Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs. [6 L]
4. **The Ethical Value System** – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes. [4 L]

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5. **Culture and Ethics** – Ethical Values in different Cultures, Culture and Individual Ethics. 2
L
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6. **Law and Ethics** – Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics. [2 L]
7. **Social Responsibilities of Business** – Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers. [4 L]
8. **Ethics and Corporate Excellence** – Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of the Employees as per Statutes, Objective and Optimistic Approach. [4 L]

Readings

1. S. K. Chakraborty : Values and Ethics in Organisation, OUP
2. R. Roj : A study in Business Ethics, Himalaya Publishing.
3. A. N. Tripathi : Human Values, New Age International
4. L. T. Hosmer : The Ethics of Management, Universal Book.
5. D. Murray : Ethics in Organizational, Kogan Page.

WBUT/MBA/ I st Sem
(3 Credit : 30 Hrs)

[MB-106]: INDIAN SOCIAL STRUCTURE

Course Contents

1. **Nature and Types of Indian Society** – Demographic Profile (Language, Religion, Culture, Diversity), Agrarian Society, Industrial Society, Tribal Society. [4 L]
2. **Social Stratification** – Caste System, Class Structure, Minority Groups, Scheduled Caste/Tribe, Other Backward Communities, Weaker Sections. [4 L]
3. **Social Groupings** – Kinship Group, Spatial/Locality Group, Interest groups. [4 L]
4. **Social Institutions** – Educational, Political, Recreational, Economic, Health, Public Bodies, Religious Bodies. [4 L]
5. **Socio-Economic Problems** – Population, Poverty, Illiteracy, Unemployment, Child Labour, Alcoholism, Narcotic addiction, Occupational Disease, Malnutrition, Insurgency, Terrorism, Crime, Project Affected Persons. [6 L]
6. **Industrialism and Social Change** – Effects on Community, Impact on Family Structure and Roles of Males & Females, Family Economy, Child Care, Aged in the Family, Quality of Life. [2 L]
7. **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. [6 L]

Readings :

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1. M. N. Srinivas : Village, Caste, Gender & Method, OUP.
2. Andre Beteille : Society and Politics in India, OUP
3. Dipankar Gupta : Social Stratification, OUP.
4. R. Ramachandran : Urbanization and Urban Systems in India, OUP
5. S. C. Dube : Understanding Change : Anthropological & Sociological Perspective, Vikas Publishing.

WBUT/MBA/ I st Sem
(3 Credit : 30 hrs)

[MB –104]: ORGANIZATIONAL BEHAVIOUR – I

Course Contents

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

Readings

1. S. P. Robbins : Organizational Behaviour, Prentice Hall,
2. Fred Luthans : Organizational Behaviour, McGraw Hill
3. J. W. Newstrom & K. Davis : Organizational Behaviour, McGraw Hill.
4. Archana Tyagi : Organizational Behaviour, Excell Books.
5. Madhukar Shukla : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall

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MB-108 : BUSINESS LAWS

Course Contents

1. **Concept of Law** - Society, State and Law, Rule of Law, Mercantile Law. [2 L]
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, Agency. [4 L]
3. **Negotiable Instruments Act, 1881** – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Holder and holder in due course, Dishonour, Discharge from Liability, Crossing of cheques, Banker and customer, Hundis. [4 L]
4. **Sale of Goods Act, 1930** – Classification of goods, Conditions & Warranties, Passing of Property, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods. [4 L]
5. **Companies Act, 1956** – Nature and kinds of companies, Formulation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Directors; Winding up of companies. [6 L]
6. **Consumer Protection Act, 1986** – Objectives of the Central Council and State council, Composition and jurisdiction of district forum, Mode of complaints, Procedures of complaints, Penalty. [4 L]
7. **Laws relating to** - Patents, Trade marks, Copyright, Packaging, Fair Trade Practices, Shops and Establishments, Partnership, Cyber Laws. [6 L]

Readings:

1. N. D. Kapoor : Mercantile Law including Industrial Law, Sultan Chand.
2. P. P. S. Gogna : A Textbook of Business Law, S. Chand & Co.
3. S. S. Gulshan & G. K. Kapoor : Business Law, New Age International.
4. M. S. Pandit & S. Pandit : Business Law, Himalaya Publishing.
5. K. R. Bulchandani : Business Law, Himalaya Publishing.

WBUT/MBA/ I st Sem
(3 Credit : 30 hrs)

[MB-107]: FINANCIAL ACCOUNTING

Course Contents:

1. **Introduction to Financial Accounting** – Concepts – Conventions – Importance and scope – Accounting Principles – Revenue Recognition – Double entry system. [2L]
2. **Recording System** – Transaction – Journals – Ledger – Trial Balance – Trading Account – Profit & Loss Account – Balancesheet [6L]
3. **Financial Statements** – Income Statement – Fund Flow Statement – Cash Flow Statement – Interpretation and Importance. [6L]

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4. **Ratio Analysis** – Computation of different Accounting ratio – Interpretation – Limitations.
[4L]
5. **Inventories** - Pricing – Valuation – Accounting – Recording. [2L]
6. **Depreciation** – Methods – Accounting – Importance [2L]
7. **Provisions** – Doubtful Debt – Bad Debt – Importance – Provisions – Reservations – Accounting Treatments
[2L]
8. **Corporate Accounting** – Preparation of Corporate Final Accounts as per Companies Act 1956 – Issue and buyback of Equity Share – Issue and redemption of Preference Share and Debentures.
[6L]

Readings :

1. R. Narayanaswamy : Financial Accounting, Prentice Hall
2. L. Chandwick : The Essence of Financial Accounting, Prentice Hall.
3. Ashok Banerjee : Financial Accounting, Excel Books
4. H. Chakraborty & S. Chakraborty : Management Accountancy, OUP.
5. S.K.Bhattacharya & John Dearden : Accounting for Management, Vikas

WBUT/MBA/I st Sem
(3 Credit : 30 hrs)

[MB-109] : MANAGERIAL ECONOMICS- I (MACRO)

Course Contents

1. **Introduction** – Macroeconomics and its importance [2 L]
2. **Macroeconomic Tools** – Basic Concepts of Aggregate consumption, Savings, Investment functions, Demand & Supply of Labour, Demand & Supply of Money – Rate of Interest, Concepts of closed and open Macroeconomic equation.
[8L]
3. **Money and Banking** – Components of Money Market, Function of Central & Commercial Banks – Monetary Policy and general discussion, Effect on Aggregate Supply & Demand.
[4L]
4. **Fiscal Policy** – Role of Govt, Aggregate Supply & Demand, Linkage between real and nominal variables.
[4L]
5. **Macroeconomic Setting** – The Business Cycle, Inflation : Trends and measures of Price changes, Labour Market and Unemployment – in Indian context – Philips Curve – Growth trends of National Economy in Indian Context.
[6L]
6. **International Economics** - Comparative Advantage Theory, Devaluation, Tariff and Quota, Concepts.

Readings:

1. R. Dornbusch & S. Fisher : Macroeconomics, McGraw-Hill.

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2. W. H. Branson: Macroeconomic Theory, AITBS.
3. Dipankar Dasgupta : The Macroeconomy, OUP.
4. E. A. Diulio : Macroeconomic Theory, McGraw-Hill.
5. N. G. Mankiw : Principles of Macroeconomics, Harcourt College.

WBUT/MBA/I st Sem
(3 Credit : 30 hrs)

[MB-103]: COMPUTER FUNDAMENTALS & APPLICATION

Course Contents

Computer Fundamentals

[15 L]

Data and Information : meaning & concept, levels of data processing, data representations;
Introduction to memory organization – characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory; Introduction to I/O organization; CPU organization, binary arithmetic, ALU, control logics, software concept & terminology; Operating Systems Concepts ; Introduction to Graphical User Interface; Introduction to Management Information Systems; Fundamental or Data Communication; Network Concepts and Classification; Introduction to internet and its application.

Application

[5 L + 10 P]

Overview of Computer Applications in Public Services and Business; Office Automation Applications – Word Processor (MS - Word), Spreadsheet (MS-Excell), Graphics & Presentation (MS-Powerpoint); Database Management System (ACCESS)

Readings

1. V. Rajaraman : Fundamentals of Computers, Prentice-Hall.
2. S. K. Basandra :Computers Today, Galgotia Books.
3. J. Shelly & R. Hunt : Computer Studies, Wheeler Publishing.
4. Peter Norton : An Introduction to Computers, Tata McGraw- Hill.
5. C. Xavier : Introduction to Computers, New Age Publishers.

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WBUT/MBA/1st Sem
(3 Credit = 30 hours)

[MB-105]: QUANTITATIVE METHODS – 1

Course Contents

1. Sets		[2 L]
2. Introduction to Coordinate Geometry, Straight lines and Circles -		[2 L]
3. Functions	[1 L]	
4. Limits and Continuity		[2 L]
5. Derivatives		[2 L]
6. Applications of Derivatives - Maxima and Minima, Drawing graphs, Linearization	[4L]	
7. Definite Integrals and Area under the curve		[2 L]
8. Techniques of Integration - Substitution, Integration By Parts		[2 L]
9. Matrices - Sum, Product and Inverse		[2 L]
10. Solution of a system of equations		[1 L]
11. Sequences - Convergence, calculation of limits	[2 L]	
12. Infinite Series - Tests for convergence, sum	[2 L]	
13. Permutations and Combinations	[2 L]	
14. Basic Concepts of Probability	[2 L]	
15. Conditional Probability and Bayes' Theorem	[2 L]	

Readings :

1. G.B. Thomas and R. L. Finney - Calculus and Analytic Geometry, Addison Wesley Longman.
2. N. I. Piskunov - Differential and Integral Calculus, Vol I and II, Mir Publishers
3. R. I. Levin and D. S. Rubin - Statistics for Management, Prentice Hall
4. J. E. Freund - Mathematical Statistics, Prentice Hall
5. K. B. Sinha et. al. - Understanding Mathematics, Universities Press.

WBUT/MBA/2ND Sem
(3 Credit : 30 hrs)

[MB-201]: MANAGERIAL ECONOMICS – II (MICRO)

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Course Contents

1. **The Theory of Consumer Behaviour** – Utility function, Rate of commodity substitution, Maximization of utility, Demand functions, Price and Income elasticities of demand, Indifference Curve Analysis, Substitution and income effects, Consumer's surplus [6L]
2. **Theory of the Firm** : Production function, Optimizing behaviour, Input demands, Cost functions, Profit maximization. [4L]
3. **Market Equilibrium** – Perfect competition, Demand functions, Supply functions, Commodity-market equilibrium, factor-market equilibrium, Stability of equilibrium. [6L]
4. **Monopoly and Monopolistic Competition** – Average and marginal revenue/profit, Maximization : cost function/profit, maximization : production function, Monopoly : Price discrimination, market discrimination, perfect discrimination, Monopoly : applications, Monopolistic competition. [6L]
5. **Duopoly and Oligopoly** : Homogenous product, Competitive solution, Collusion solution, Cournot solution, Stackelberg solution, Product differentiation, Market-shares solution, Kinked demand curve solution, Theory of games – and its applications [6L]
6. **Multimarket Equilibrium** : Pure exchange, Two-commodity exchange, Production and exchange, Market equilibrium, Multimarket equilibrium, Monetary equilibrium, Stability of equilibrium. [2L]

Readings:

1. Sen, Microeconomics, OUP
2. A. Koutsoyiannis : Modern Micro-economics, Macmillan
3. Atmanand, Managerial Economics, Excel Books
4. Keat, Managerial Economics, Pearson Education
5. Maheswari, Managerial Economics, PHI
6. Salvatore, Microeconomics, OUP
7. Hirschey, Managerial Economics, 10th ed, Thomson Learning
8. Dwivedi, Managerial Economics, Vikas
9. Salvatore, Managerial Economics, Thomson Learning
10. H. L. Ahuja : Modern Economics, S. Chand
11. Paul P., Managerial Economics & Financial policy, Scitech
12. R. G. Lipsey & K. A. Chrystal : An Introduction to Positive Economics, ELBS
13. R. S. Pindyck & D. L. Rubinfeld : Macroeconomics, Prentice Hall/Pearson Education.
14. B. Keating & J. H. Wilson : Managerial Economics, Biztantra.
15. J. M. Henderson & R. E. Quandt : Micro-economic Theory. McGraw Hill.
14. P A Samuelson & W D Nordhans : Economics : Tata McGraw Hill
15. Amrita Singh, Managerial Economics, EPH

WBUT/MBA/2ND Sem
(3 Credit : 30 Hrs)

[MB – 202] : ORGANIZATIONAL BEHAVIOUR – II

Course Contents

1. **Organization** : Mission, Goals, Characteristics, Types, Structure & Design, Organizational Environment [4 L]
2. **Managerial Perspectives on Organizational Behaviour** : Management Functions, Managerial Roles, Skills, Challenges and Effectiveness [4 L]

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3. **Organizational Culture** : Culture and its Characteristics, Types of Cultures, Western and Oriental Organization Cultures, Indian Organization Culture, Culture Change
[2L]
 4. **Group Behaviour** : Characteristics of Group, Types of Groups, Stages of Development, Group Behaviour, Group Decision-making, Organizational Politics.
[4L]
 5. **Communication in Organization** : Purpose, Process, Channels and Networks, Barriers, Making Communication Effective
[4L]
 6. **Leadership Styles** : Leadership Theories, Leadership Styles, Skills and Influence Processes, Leadership and Power, Examples of Effective Organizational Leadership in India
[4L]
 7. **Conflict in Organization** : Sources of Conflict, Types of Conflict, Conflict Process, Conflict Resolution.
[4L]
- 8. Organizational Change and Development** : Organizational Change Process, OD Models, OD Interventions, Resistance to Change
[4L]

Readings:

1. S.P. Robbins : Organizational Behaviour, Prentice-Hall/ Pearson Education
2. Fred Luthans : Organizational Behaviour, McGraw-Hill
3. Hellriegel, Organizational Behaviour ,9th ed, Thomson Learning
4. Uday Pareek, Understanding Organizational Behaviour, OUP
5. Madhukar Shukla : Understanding Organizations – Organizational Theory and Practice in India, Prentice Hall
6. Archana Tyagi : Organizational Behaviour , Excell Books
7. Moorhead & griffin, Organizational Behaviour, Jaico
8. Weiss, Organizational Behaviour, Vikas
9. Dr. Anjali Ghanekar, Organizational Behaviour, EPH
10. S.S. Khanka : Organizational Behaviour, S.Chand

WBUT/MBA/2nd Sem
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[MB 203] : QUANTITATIVE METHODS

1. **Introduction** : Scope, Functions & Limitations. [1L]
 2. **Collection and Presentation of Data** - Tabular & Diagrammatic Presentation, Frequency Distribution. [2L]
 3. **Measures of Central Tendency and Variation.** [4L]
- Mean, Median, Mode, Quartiles.
 4. Mean Deviation, Standard Deviation, Moments . [2L]
 5. Skewness & Kurtosis [1L]
 6. **Correlative Analysis** - Scatter Diagram, Simple Correlation, Simple Regression Analysis. [3L]
[4L]
7. **Discrete Probability Distributions** – Binomial & Poisson - their properties & applications, expectation and variance. [4L]

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| 8. | Continuous Probability Distributions - Uniform, Exponential & Normal - their properties & application, Expectation & Variance. | |
| 9. | Sampling - Simple Random Sampling, Stratified Sample and their application. | [3] 1
[2L] |
| 10. | Sampling Distribution – Chi-square, T and F distribution and their application. | |
| 11. | Estimation - (a) Point Estimation
(b) Interval Estimation | [2L] |
| 12. | Test of Hypotheses : Critical Region, Type I & II Errors Level of significance, Testing for Normal Distribution. | [2L] |

Readings :

1. R.I. Levin & D.S. Rubin : Statistics for Management : Prentice Hall/ Pearson Education
2. R.S Bharadwaj, Business Statistics, Excel Books
3. P.C Tulsian, Quantitative Techniques, Pearson Education
4. Rao, Quantitative Techniques in Business, Jaico
5. Anderson, Statistics for Business & Economics, 8th ed, Thomson Learning
6. Kothari, Quantitative Techniques, Vikas
7. S P Gupta & M.P. Gupta : Business Statistics : Sultan Chand & Sons
8. A. Mood , F.M Graybill & D.C. Boes : Introduction to the theory of Statistics
: TMH
9. John E Freund : Mathematical Statistics : Prentice Hall.
10. A.M Goon, M.K Gupta & B, Dasgupta : Basic Statistics : World Press.
11. N G Das : Statistical Methods : M Das & Co.

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[MB-204]: PRODUCTION MANAGEMENT

Course Content

1. **Production Planning and Control** : Production system, Types of production, replanning and control functions, Relations with other departments, Efficiency of Production planning and control.
[4 L]
2. **Plant Location and Layout** : Choice and selection of Plant location, Plant design, Plant layout : product layout and process layout, Criteria for a good layout.
[4 L]

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3. **Plant Maintenance and Materials Handling** : Types of maintenance – preventive, predictive and overhaul, selection of good materials handling equipment, Methods of Materials handling.
[4 L]
4. **Work Study** : Method Study, Motion Study, Work measurement, Performance rating, Work sampling, Time Study.
[4 L]
5. **Inspection and Quality Control** : Types and criteria of inspection, Signature of quality control, Statistical quality control, Control Charts.
[3 L]
6. **Operations Management** : Operations scheduling, Job shop, Batch shop and Service Systems, PERT/CPM
[3L]

7. **Inventory Planning and Control**: EOQ Models - without shortage, with shortage, with price breaks , Effect of Quality Discount, ABC, FSN, VED classification, Inventory Control: Perpetual, Two-Bin and Periodic Inventory System, Material Requirements Planning (MRP) and Just In Time (JIT) [4L]

8. **Forecasting Technique** : Moving Average Method , Weighted Moving Average Method , Exponential Smoothing (random , trend , seasonal).
Subjective techniques : Delphi ,Jury of Executive Opinion , Poll of Sales force Opinion , Market survey (4L)

Readings :

1. S. N. Chary : Production and Operations Management: Tata McGraw Hill.
2. Bedi, Production and Operations Management, OUP

3. Panneerselvam, Production and Operations Management, PHI
4. Adam, Production and Operations Management , Pearson Education/PHI
5. Altekar, Production Management , Jaico
6. Gaither, Operations Management, 9th ed, Thomson Learning
7. N. G. Nair : Production and Operations Management:: Tata McGraw Hill
8. Morton, Production and Operations Management, Vikas
9. L.C. Jhamb, Production (Operations) Management, EPH
10. A. Muhlemann, J. Oakland & K. Lockyer : Production and Operations Management : McMillan.
11. E. S. Buffa & R. K. Sarin : Modern Production/Operations Management, : John Wiley.
12. R. B. Chase & N. J. Aquilano : Production and Operations Management: Irwin.

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[MB-205]: OPERATIONS RESEARCH

Course Contents

1. **LINEAR PROGRAMMING**
 - a) Construction of LP Models [2 L]
 - b) Graphical LP Solution [1 L]
 - c) Simplex Method [2 L]
 - d) M - Method and Two-phase Method [2 L]
 - e) Duality [1 L]
2. **TRANSPORTATION AND ASSIGNMENT MODEL**
 - a) Construction of Transportation and Assignment Models [1 L]
 - b) The Transportation Algorithm [2 L]
 - c) The Hungarian Method for the Assignment Problem [1 L]
3. **GOAL PROGRAMMING**
 - a) Construction of Goal Programming Models [1 L]
 - b) Goal Programming Algorithms [1 L]
4. **INTEGER LINEAR PROGRAMMING**
 - a) ILP Algorithms - Branch and Bound, Cutting Plane Algorithm [2 L]
5. **DECISION ANALYSIS**
 - a) Decision Making under Certainty [1 L]
 - b) Decision Making under Risk and Uncertainty [2 L]

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6. **GAME THEORY**
- a) Construction of Game Theory Models [1 L]
b) Solution of two-person zero sum games [2 L]
8. **QUEUEING MODELS**
- a) M/M/1 Queues and applications [1 L]
b) M/M/c and M/M/c/k Queues and their applications [2 L]
9. **SIMULATION MODELS**
- a) Construction of Simulation Models [1 L]
b) Generation of Random numbers from discrete distributions [1 L]
10. **REPLACEMENT MODELS**
- a) Replacement of Capital Equipment that Deteriorates with Time [3L]
- Without considering Time Value of Money
- With Time Value of Money
- b) Replacement of Items that completely fail
- Individual vs Group Replacement

Readings :

1. Taha, H.A. : Operations Research - An Introduction, Prentice Hall/ Pearson Education
2. Hillier, F.S. and Lieberman, G.J. : Operations Research, TMH
3. Panneersalvam, Operations research, PHI
4. Anderson, Quantitative Methods for Business, 8th ed, Thomson learning
5. Prabha, Random Processes & Queuing Theory, Scitech
6. Kothari, Operations Research, Vikas
7. Anderson, Introduction to Management Science, 10th ed, Thomson learning
8. L.C.Jhamb, Quantitative Techniques (Vol.1 & 2), EPH
9. Bazaraa, M., Jarvis, J., and Sherali, M. : Linear Programming and Network Flows, Wiley.
10. Sharma, J.K. : Fundamentals of Operations Research, Macmillian
11. Srivastava U.K., Shenoy G.V. and Sharma S.C. : Quantitative Techniques for Managerial Decisions, New Age International.
12. Render B, Stair R M Jr, Hanna M E : Quantitative Analysis for Management, Pearson Education/PHI

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[MB-206]: MANAGEMENT INFORMATION SYSTEM

Course Contents

Introduction – Concepts of information : Definition, dimensions (quality, value, age and cost) and importance, Formal and Informal Information . Concepts of management and organization theory : Levels of management, hierarchy of management activity, different types of decisions (structured and unstructured decisions), information requirements by level of management.. Concepts of System: Types of Systems (Deterministic and Probabilistic System, Close and Open System, Human-Machine Systems), subsystems , Information System as a System, Operating Elements of a Computer Based Information System (CBIS), Evolution of CBIS, Scope of CBIS, Types of CBIS : Office Automation System (OAS), Transaction Processing System (TPS), Management Information System(MIS), Decision Support System (DSS), Executive Information System (EIS), Knowledge based System (KBS), Expert System.

[3L]

Decision Making – Decision Making Process : Stages in Decision Making, Individual and Organizational Decision Making Models, Information System support for Decision Making Phases

[2L]

Management information System (MIS) – Definition, Characteristics, Subsystem of MIS (Activity and Functional Subsystems), MIS and Top Management , Structure of MIS (Conceptual and Physical Structure), MIS-Planning and Control : MIS Master Plan – Content and Description, Nolan Stage Model, Three Stage Model (by Bowman, Davis and Wetherbe) of Planning Process – the Strategic Planning Stage, Organizational Information Requirements Analysis and Resource Allocation stage, Myths of MIS, Pitfalls of MIS, Limitations of MIS, Development and Implementation of MIS : System Development Life Cycle, Different Approaches (Waterfall, Prototyping, Evolutionary Approaches, Risk Based Approaches). [6L]

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Decision Support System – Definition, Relationship with MIS, Evolution of DSS, Characteristics, Classification, Objectives, Components, Functions and Development of DSS.
[2L]

Data base Management Systems [6L]

- Entity-Relationship diagram
- Relational Database Concepts
- Object Oriented Database Concepts.

6. Recent tools for MIS problems : [4L]

- Data-Mining
- Data-Warehousing

7. Artificial Intelligence for MIS problems: [4L]

- Use of Expert systems
- Use of Neural Networks.

8. E-Commerce: [3L]

- Supply – Chain Management
- B-to-B, B-to-C transactions
- Security issues.
- EDI - Format , International protocol etc.

Readings:

1. Gordon B Davis & Margrethe H Olson : Management Information Systems – Conceptual Foundations, Structure and Development , Tata Mcgraw-Hill
2. Efraim Turban & Jay E Aronson : Decision Support Systems and Intelligent Systems, Pearson Education
3. Kelkar, Management Information System, PHI
4. Arora & Bhatia, Management Information System, Excel Books
5. Stair, Principles of Information System, 6th ed, Thomson Learning
6. K. C. Louden & J. P. Louden : Management Information Systems, Prentice Hall/ Pearson Education
7. OZ, Management Information System, Vikas
8. Murphy, Electronic Commerce, Jaico
9. Jeffrey A Hopper, Mary B Prescott & Fred R Mcfadden : Modern Database Management, Pearson Education
10. Silberschzal, Korth & Sudarshan : Database System Concepts, McGraw Hill.
11. Kalkota & Winston : frontiers of Electronic Commerce, Addison – Werley.
12. C J Date : An Introduction to Database System : Pearson Education

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[MB – 207] : HUMAN RESOURCE MANAGEMENT

Course Contents

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
[2L]

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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, Errors in appraisal, Appraisal interview.
[4L]
6. **Compensation Management** : Concepts of wages, Components of wage, System of wage payment, Fixation of wages, regulation of wage, 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. **Worker's Participation in Management** : Concept, Practices and Prospects in India, Quality Circles and other Small Group activities.
[4L]
9. **Discipline Management** : Misconduct, Disciplinary action, Domestic enquiry, Grievance Handling. and Personnel
[4L]

Readings

- 1.. W.B. Werther & Keith Devis : Human Resource Management, McGraw Hill
 2. V.S.P. Rao : Human Resource Management, Excel Books
 3. Pattanayek, Human Resource Management, PHI
 4. E.A. Ramaswamy : Managing Human Resources, OUP
 5. Bohlander, Managing Human Resources, 13th ed, Thomson Learning
 6. Weightman, Managing Human Resources, Jaico
 7. Mathis, Human Resource Management, 10th ed, Thomson Learning
8. S. Venkataratnam & B.K. Srivastava : Personnel Management and Human Resources, Tata McGraw Hill
9. Dessler, Human Resource Management, Pearson Education/PHI
 10. Ghosh, Human Resource Development & Management, Vikas
 11. K.K. Chaudhuri : Personnel Management for Executives, Himalaya Publishing
 12. Dr. Anjali Ghanekar, Human Resource Management, EPH
 13. M.S Saiyadain : Human Resource Management : Tata McGraw Hill
 14. P.C Tripathy : Human Resource Development : Sultan Chand
 15. D.K Bhattacharyya, Human Resource Management, Excel Books

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[MB – 208]: FINANCIAL MANAGEMENT

Course Contents :

1. **Introduction** : Introduction to Financial Management - Goals of the firm - Financial Environments. [1 L]
2. **Time Value of Money** : Simple and Compound Interest Rates, Amortization, Computing more than once a year, Annuity Factor. [1 L]
3. **Valuation of Securities** : Bond Valuation, Preferred Stock Valuation , Common Stock Valuation, Concept of Yield and YTM. [2 L]
4. **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. [3 L]

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5. **Cash Management** : Motives for Holding cash, Speeding Up Cash Receipts, Slowing Down Cash Payouts, Electronic Commerce, Outsourcing, Cash Balances to maintain, Factoring. [3 L]
6. **Accounts Receivable Management** : Credit & Collection Policies, Analyzing the Credit Applicant, Credit References, Selecting optimum Credit period. [4 L]
7. **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, Potential Difficulties, Project Monitoring – Progress Reviews and Post - Completion Audits, Problem of Project Risk, Total Project Risk, Capital Rationing, Decision Tree. [6 L]
8. **Cost of Capital** : Concept, Computation of Specific Cost of Capital for Equity - Preference – Debt, Weighted Average Cost of Capital – Factors affecting Cost of Capital. [3 L]
9. **Operating & Financial Leverage** : Operating Leverage, Financial Leverage, Total Leverage, Indifference Analysis in leverage study. [3 L]
10. **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. [2 L]
11. **Dividend Policy** : Passive Versus Active Dividend Policy; Factors influencing Dividend Policy, Dividend Stability, Stock Dividends and Stock splits, Dividend Theories like Gordons Model, Walters Model, M-M Approach and Residual Approach, Legal Consideration of Paying Dividends. [2 L]

Readings :-

1. Van Horne and Wachowicz : Fundamentals of Financial Management, Prentice Hall/ Pearson Educatio...
2. Brealey and Myers : Principles of Corporate Finance, Tata McGraw Hill.
3. McMenamin, Financial Management, OUP
4. Brigham, Financial Mgmt, 10th Ed, Thomson Learning
4. Ramachandran, Accounting & Financial Mgmt for MCA & MBA Students, Scitech
5. Prasanna Chandra : Financial Management - Theory & Practice, Tata McGraw Hill.
6. Lasher, Practical Financial Mgmt, 4th Ed, Thomson Learning
7. I.M. Pandey : Financial Management, Vikas.
8. A.P Rao, Cases & problems on Financial Management, EPH
9. A Damodaran : Corporate Finance, Wiley.

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[MB – 209] : MARKETING MANAGEMENT

Course Contents :

1. **Marketing mix, Concepts of Marketing and its evolution** : Elements of Marketing Mix - the 4 Ps and their sub- elements. [3 L]
Various concepts for marketing .
2. **Marketing system and its environment** : [2 L]
Major components of the Company's microenvironment and macro-environment.
3. **Market Segmentation, Targeting & Positioning** : [2 L]
Concepts of market segmentation and targeting, the need for and benefit of segmentation, various bases for segmentation, positioning STP Concept.

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|-----|--|-------|
| 4. | Product :
Basic concepts of product classification, product line, product mix. Product Life Cycle - strategies for different stages of PLC.
New Product development . | [4 L] |
| 5. | Product Branding & Product Packaging :
Important branding terms, purpose of branding, branding strategies, characteristics of good brand names.
Basic purposes, types of packages, primary, secondary, shipping packages. | [2 L] |
| 6. | Pricing :
Procedure for Price Setting ; pricing methods, modifying the price-promotional pricing, discriminatory pricing, new product pricing, product mix pricing, initiating price changes. | [2 L] |
| 7. | Marketing Channels :
The concept, why marketing intermediaries are used ? Different level channels, types of channel flows, channel design decisions. Tele shopping. Visual Shopping, Mails shopping through the Internet and self service stores. | [2 L] |
| 8. | Promotion mix :
Concept, Major factors which influence the designing of an appropriate promotion mix, Major sales promotional tools. | [2 L] |
| | | |
| 9. | Sales Forecasting :
The basic concepts of demand, importance of sales forecasting, methods of sales forecasting. | [2 L] |
| 10. | Sales Force Management & Salesmanship :
Qualities of a good salesman; selection, training, compensation, motivation and evaluation of salesman.
Traditional and modern concepts of Salesmanship
Steps of the selling process. | [5L] |
| 11. | Marketing of Services:
Importance of services, important characteristics of services, marketing strategy for services. | [2 L] |
| 12. | Strategic Market Planning : SWOT Analysis, Corporate Strategy. | [2 L] |

Readings :

1. Phillip Kotler : Marketing Management : Prentice Hall/ Pearson Education
2. W.J. Stanton : Fundamentals of Marketing : McGraw Hill
3. Palmer, Principles of marketing, OUP
4. Czinkota, Marketing Management, Vikas
5. B.K. Chatterjee, Marketing Management , Jaico
6. Hoffman, Marketing Best Practices, 2nd Ed, Thomson Learning
7. W. Zikmund & M.D'Amico : Marketing : John Wiley & Sons
8. Rajan Saxena : Marketing Management : Tata McGraw Hill
9. Lamb, Marketing, 7th Ed, Thomson Learning
10. V.S. Ramaswamy & S. Namakumari : Marketing Management : Macmillan
11. J C Gandhi : Marketing : Tata McGraw Hill
12. S.V Patankar : Services Marketing : Himalaya
13. W D Perreault & E J McCarthy : Basic Marketing : Tata McGraw Hill
14. Zikmund, Marketing, 7th Ed, Thomson Learning

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[MB-210] : RESEARCH METHODOLOGY

Course Contents

- Foundations** : Variables, Hypothesis, Types of Data, Unit of analysis, Components of a study, Problem Formulation, Concept mapping, Literature Review.
[3L]
 - Methods of Data Collection** :
Sampling : Terminology, Sampling methods, use, advantages and disadvantages, Sampling types and errors [3L]
Methods of Data collections and limitations: Questionnaire, Interviewing, Case study, Observation, Measurement, Survey research, Scaling. [2L]
 - Data Analysis and Interpretation** : Methods – Qualitative and Quantitative
Data Presentation, Hypothesis Testing
Statistical Tools in Data Analysis :
Bivariate Data Analysis : Regression, ANOVA [4L]
Multivariate Data Analysis :
PCA, Factor Analysis : Purpose, concept, difference between component analysis and factor analysis, concept of rotation of factors, determining number of factors, naming a factor, factor scores and limitations of factor analysis techniques [4L]
Cluster Analysis : Purpose, concept, application [3L]
Classification and Discriminant Analysis [3L]

Use of Statistical Software (SPSS/STATISTICA/AMOS/SYSTAT ETC.)
 - Report Writing** : Contents and Coverage, Objectives (What to do), Methodology (How to do), Findings (data & interpretation), Rationale of the study and Application, Conclusion and Recommendation, Preparation of a Pilot Project based on assignment. [4L]
- Human Resource
- Presentation of a Report** : Use of Powerpoints and Overhead Projector, Model Presentation, Presentation - Practicals. [4P]

Readings:

- W. M. K. Trochim : Research Methods, Biztantra.
- D. K. Bhattacharya : Research Methodology, Excel Books.
- Cooper, Business Research Method, TMH
- Greentull, research for Marketing, PHI
- Saunder, Research Methods for Business Students, Pearson Education
- Zikmund, Business Research Methods, 7th Ed, Thomson Learning
- C. R. Kothari : Research Methodology – Methods and Techniques, Wiley Eastern.
- A. N. Sadhu & A. Singh : Research Methodology for Social Sciences, Sterling.
- D. J. Luck & R. S. Rubin : Marketing Research, Prentice – Hall
- McBurney, Research Methods, Thomson Learning
- Hair, Anderson, Tatham, Black : Multivariate Data analysis, Pearson Education

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[MB-301]: QUALITY MANAGEMENT

1. **Quality** - concept, need and evolution of Quality Management, quality masters (Deming, Juran, Crosby, Ishikawa, Taguchi, Feignbaum).
2. **Quality Management System** - ISO 9001(2000) Standard, Quality Audit .
3. **Total Quality Management (TQM)** - concept, features, need for TQM, Cost of quality, Kaizen, Kyodo, PDCA Cycle, 7 QC Tools, 5s Concept, Quality Circle.
4. **Product Quality Designing** - Quality Function Deployment (QFD), Value Analysis, Failure Mode and Effect Analysis (FMEA), Fault Tree Analysis.
5. **Control of Process Quality** – Quality Control and Assurance, Statistical Process Control, Zero Defect Programme, Total Productive Maintenance (TPM), Six Sigma, Flexible Manufacturing System (FMS).
6. **Total Quality in Service Sector.**
7. **Quality Models** - CII Model for TQM, Malcolm Baldrige Quality Model.
8. **Introduction to Re-engineering & Benchmarking** - Re-engineering meaning, need steps for process Re-designing. Benchmarking - meaning, need, types and process.

Readings :

- (1) D.A Garvin : Managing Quality, The Free Press.
- (2) Evan J.R., Total Quality Management, Excel Book.
- (3) K.Maitra & S K Ghosh : Total Quality Management, OPH
- (4) B.L. Hansan & P.M. Ghare : Quality Control & Application, Prentice Hall of India.
- (5) Hagan, Mgmt. of Quality, OUP
- (6) Dutta, Cost Accounting, Pearson
- (7) Mohanty & Lakhe, Hand Book of TQM, Jaico
- (8) J M Juran & Frank M Gryna , Quality Planning & Analysing ,TMH
- (9) A.V Feigenbaum : Total Quality Control, McGraw Hill
- (10) N L Enrick : Quality, Reliability & Process Improvement, Industrial Press Inc.
- (11) Bhatt, TQM, Himalaya

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[MB-302] : COST ACCOUNTING

1. **Cost Accounting** : key terms, cost concepts, classifications, total cost components, cost accounting and management accounting, cost accounting and financial accounting.
2. **Elements of Cost** : Materials (Purchasing, Storekeeping, Issue, Pricing & Control); Labour (Costing & Control) ; Overheads (Analysis, Distribution and Control, Treatment of Special Items).
3. **Costing Methods** : Single or Output Costing, Job Costing, Batch and Contract costing, Process Costing, Operating / Servicing Costing.
4. **Cost Book-Keeping** : Control Accounts, Reconciliation of Cost and Financial Accounts, Integrated Accounts.
5. **Cost Analysis & Control** : Budgeting and Budgetary Control, Standard Costing and Variance Analysis, Responsibility Accounting, Absorption and Marginal Costing, Cost – Volume – Profit Analysis, Relevant Costing.
6. **Contemporary Issues** : Activity – Based Costing, Cost Management Systems, Uniform Costing, Cost Audit, Computerized Costing, Cost Control and Cost Reduction.

Readings :

- (1) Hongren, Foster & Datar : Cost Accounting – A Managerial Emphasis, Prentice Hall.
- (2) Cost Accounting, Khan & Jain, TMH
- (3) Owler, Brown & Wheldon : Cost Accounting, Pitman / ELBS
- (4) Arora, Cost Accounting, Vikas
- (5) Ramchandra, Cost Accounting, Scitech
- (6) N K Prasad & A K Prasad : Cost & Management Accounting, Book Syndicate.
- (7) S P Jain & K. L. Narang : Cost Accounting, Kalyani Publishers.
- (8) B. Banerjee : Cost Accounting, World Press
- (9) B M Lall Nigam & S P Jain : Cost Accounting - Principles & Practice, Prentice Hall of India.
- (10) Advanced Mgmt. Accounting, Jawaharlal, S.Chand
- (11) Cost & Mgmt. Accounting, Inamder, EPH
- (12) Cost Accounting, Nigam & Sharma, Himalaya

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[MB-303] : COMPUTER APPLICATION IN BUSINESS

1. **Introduction** : Framework for decision support in a business, Management support systems (MSS) – their attributes, comparison and use (comparison of several dimensions’ of various MSS viz. TPS / MIS/ DSS/ ES / EIS/ Neural computing and KMS).
2. **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.
3. **Enterprise Applications** : Enterprise Systems Overview, Supply Chain Management, Customer Relationship Management & Knowledge Management.

Enterprise Resource Planning (ERP) – Features, capabilities and Overview of Commercial Software .
4. **Electronic Commerce** : Overview – Business to Government, Business to Consumers, Business to Business, Consumer to Consumers : On - Line Stock Trading & Market : Features, Capabilities & Limitations.
5. **Business Process Outsourcing** : Concept & Application, Remote Transaction Processing, Documentation and Other Applications – Resource Requirement.
6. **Application of Computers in Project Management** : Features, Capabilities & Limitations of Project Management Software (with reference to popular Software viz. MS – Project.)
7. **Intellectual Property Right** : Overview and its implications.
8. **Real Time Application in Business** : Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions, Electronic Fund Transfer and other major applications.

9. **Development of Computer Based Business Applications** : Systems Analysis Techniques : Decision Tree, Decision Table, Data Flow Diagram System, Flow Charts, State Transition Diagrams (STDs) .

- Design Techniques : Database Design, User Interface Design.
10. **Project Work** : Developing a business application.(Using MS – Access/ Visual Basic) with adequate Lab. Sessions.

Readings :

1. Turban, Aronson : Decision Support System & Intelligent System , Pearson.
2. Jaiswal, Management Information Systems, OUP
3. Schaum’s Outline Series : Fundamentals of SQL Programming, Tata McGraw.
4. Alter : Information Systems : Foundation of E - Business, Pearson.
5. Romney : Accounting Information System, Pearson.
6. Sadagopan : ERP : A Managerial Perspective, Tata McGraw.
7. Simchi – Levi : Designing & Managing the Supply Chain, TMH.
8. Blanc : Computer Application for the New Millenium, Vikas Publishing.

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[MB-304] : MATERIALS MANAGEMENT

1. **Materials Management** : need, scope and advantages ; Materials requirement planning (MRP – I, MRP – II & ERP) and Budgeting.
2. **Purchase Management** : Purchase policy, Systems, Procedures ; Vendor Selection ; Negotiation : Vendor Development & Evaluation ; Make or Buy decision, Legal aspects of Purchasing.
3. **Stores Management** : Stores Systems and Procedures ; Stores Accounting & Verification, Disposal of Surplus and Scrap.
4. **Inventory Control** : ABC Analysis ; VED Analysis ; EOQ models ; fast moving, slow moving and non – moving items, Just-in-Time (JIT), Kanban System, Maximum and Minimum Levels ; Perpetual Inventory System ; Selective Inventory Control.
5. **Integrated Materials Management & Evaluation** : MIS for Materials Management, Criteria for evaluation, Inventory – turnover Ratio.
6. **Case Studies.**

Readings :

1. P.Gopalakrishnan & M. Sundaresan : Materials Management - An Integrated Approach, TMH
2. A.K. Dutta : Materials Management, Prentice Hall of India.
3. G.W. Plossl : Material Requirements Planning, McGraw Hill.
4. N.K.Nair : Purchase & Materials Management, Vikas
5. A.K. Dutta, Materials Management, Jaico
6. Bagade, Production & Material Mgmt., Himalaya
7. B.K. Roy Chowdhury : Management of Materials, Sultan Chand.
8. Govt. of India : Guidelines for Materials management in Public Enterprises, Indian Bureau of Public Enterprises.
9. L.C. Jhumb, Modernization of Materials Management, EPH
10. N.K.Nair : Materials Management, Asia Publishing.

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[MM-301] : SALES & DISTRIBUTION MANAGEMENT

1. **Sales Management** - nature & scope, Personal Selling & Sales Management.
2. **Characteristics** of a good sales person.
3. **Recruitment & Selection** of personnel.
4. **Sales Training** : ACMEE model etc.
5. **Sales Organization** : purpose, structuring (line, line & staff, functional, committee etc.)
6. **Nature of Sales Management** position
7. **Selling Process** : prospecting, pre-approach, approach, presentation & handling objection, closing, following up.
8. **Relationship Marketing**.
9. **Compensation of Sales Force**.
10. **Territory Management & Quota / Target**.
11. **Sales Budgeting**.
12. **Sales Analysis & Evaluation**.
13. **Marketing Channels** : structure, functions & relationships, advantages.
14. **Channel Intermediaries** : wholesaling & retailing .
15. **Channel Design Decisions** : objectives & constraints, channel alternatives (identification & evaluation).

16. **Physical Distribution & Logistics** : goals, function, processing, warehousing, inventory & transportation.
17. **Case Studies**.

Readings :

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing : Sales Management Concept, Practices & Cases – McGraw Hill.
3. S.L. Gupta : Sales & Distribution Management - Excel Books.
4. Sahadev, Sales & Distribution Management , OUP
5. Sahu, Sales Management & salesmanship, Vikas
6. Chunawala, Advertising Sales & promotion Mgmt., Himalaya
7. M.V. Kulkarni, Sales Mgmt., EPH
8. M.V. Kulkarni, Physical Distribution Mgmt., EPH

9. Laucaster & Jobber : Selling & Sales Management - Macmillan (India).
10. Charles M. Futrell : ABC of Relationship Selling – McGraw Hill.

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MM-302] : ADVERTISING & SALES PROMOTION

Part – A : Advertising

1. **Advertising & the Marketing Process & Advertising Objectives** : definitions from marketing & communication points of view, relationship of advertising with other promotional mixes, DAGMAR approach .
2. **Various forms of Advertising** : (national, retail, cooperative, trade, industrial financial, corporate, public services, political, primary & selective demands ad, push and pull ad.)
3. **Advertising : Curse or Catalyst** : (criticisms levelled against advertising on economic & social grounds ; role of Advertising Standard Council of India (ASCI).
4. **The Business of Advertising (Client, Agency)** : duties & responsibilities of an advertising Manager at a client's office ; agency structure by broad functions, agency compensation, selection of agency, client – agency relationship .
5. **Media & Media Planning** : broad features of print, audio, audio – visual, outdoor and other media ; steps involved in the media planning process.
6. **Copy & Creativity Theories** : USP & brand image, pre-writing considerations & advertising appeal, headlines, body copy, slogan copy for audio medium, copy for TV, layout – creation & techniques for obtaining readership.
7. **Consumer Behaviour and Advertising** : cognitive psychology, social and cultural influence on consumer behaviour, learning theory, product and brand image, communication process / communication models.
8. **Advertising Budget** : subjective methods, fixed guideline methods, objective & task method.
9. (a) **Advertising Planning & Decision making** : situation analysis, objective setting, segmentation strategy, market structure analysis, reaching markets, competition, facilitating agencies, social and legal factors.

(b) **Advertising Campaign Planning** : different stages of the development of an advertising campaign.
10. **Evaluation of Advertising Effectiveness** : pre-testing and post testing techniques.

Part – B : Sales Promotion :

1. **Sales Promotion** : definition, reasons for rapid growth of Sales Promotion.
2. **Objectives of Sales Promotion** : classification of Sales Promotion, Consumer, Trade, Sales Force / Promotion.
3. **Types and techniques of Sales Promotion** with merits and demerits:
 - (a) Monetary (price deal, bonus, rebate, refund, trade allowance etc.)
 - (b) Non-monetary (Premiums – direct and indirect, coupons samples, contest and sweepstakes, continuity plan, exchange offers etc.)
4. **Other Techniques** : display, trade fair, exhibition, event sponsorship etc.
5. **Sales Promotion Budget** : different methods, viz. percentage of sales, units of sales, competitive parity, objective accomplishment, profit maximization etc.
6. **Sales Promotion** vis-à-vis Advertising, Public Relations and Personal Selling.

Readings :

1. Benlch, ; advertising & sales promotion, TMH
2. David Ogilvy : Ogilvy on Advertising, Pan Books.
3. Manendra Mohan : Advertising Management - Concept & Cases, Tata McGraw Hill.
4. Percy, Strategic Advertising Mgmt., OUP
5. Robin B Evans, Production & Creativity in Advertising, Wheeler.
6. S H H Kazmi & S K Batra : Advertising & Sales Promotion, Excel Book.
7. Oguinn, Advertising & Brand promotion, Vikas

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8. Dennison, The Advertising Handbook, Jaico
9. Chunawala, Advertising Sales & promotion Mgmt., Himalaya
10. Jullian Cummins : Sales Promotion, Universal Book Company
11. Peter Spillard : Sales Promotion, Business Book
12. Choudhury, Elliot & Toop : Successful Sales Promotion, Orient Longman.
13. M.V. Kulkarni, Advertising Management, EPH
14. Chowdhury, Successful Branding, University Press

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[MM-303] : MARKETING RESEARCH

1. **Marketing Research** : Introduction, application, planning the research project.
2. **Problem Formulation** : the role of the researcher and research user – role conflict, conflict resolution.
3. **Research Design** : exploratory studies (secondary sources of data, pilot surveys, focus groups, case histories).
 - descriptive studies (product research, promotion research, pricing research, distribution research).
 - Causal studies (types of causation, inferring causal relationships, natural & controlled experiments).
4. **Information Needs** : types of information needed - behavioural and non-behavioural correlates.
5. **Information collection** from respondents -
 - Modes of information collection : communication & observation.
 - communication methods : interviews – types of interviews :
structures direct, unstructured direct, indirect methods.
 - interview media : personal interviews , telephone & mail interviews.
 - observation methods - panels of data collection
 - questionnaire construction & pre-testing.
 - qualitative research - projective techniques – word association /
sentence competition, thematic apperception, third person technique.
6. **Sampling** : sample planning, population definition, sample frame, sampling frame, census vs. sample, 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.
7. **Determination of sample size**
8. **Measurement & Scaling** : Types of scales, nominal, ordinal, interval, ratio scales.

Attitude measurement methods - variability methods (paired comparison, ranking, rating, ordered category sorting).

Quantitative judgement methods - verbal, numerical, graphical scales, factorization , constant sum method, semantic differential scale, Likert scale.
9. **Analysis of Data** : compilation, tabulation & classification of data, analytical techniques – univariate analysis, hypothesis testing, bivariate analysis (regression), overview of some multivariate analysis techniques like cluster analysis, multi -dimensional scaling, factor analysis, conjoint analysis.
10. **Research Report Preparation.**
11. **Special Cases of Application of Marketing Research** : advertising research, product research, sales analysis & forecasting, segmentation studies.

Readings :

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1. P.Green & D. Tull & G Albaum : Research for Marketing Decisions, PHI.
2. Boyd & Westfall : Marketing Research : Text & Cases, All India Traveller Bookseller
3. Neelamegham, Marketing in India, Vikas
4. Loudon, Marketing Research : Text & Cases, Jaico
5. Naresh K Malhotra : Marketing Research ,Pearson
6. G C Beri : Marketing Research, Tata McGraw Hill.
7. S L Gupta : Marketing Research, Excel Book.
8. M.V. Kulkarni, Marketing Research, EPH
9. D. Pati, Marketing Research, University Press

[FM-301] : PUBLIC FINANCE & CORPORATE TAXATION

Part – A : Public Finance :

1. **Public Finance** : Definition, scope and instruments.
2. **Principles of Taxation** : Adam Smith's Canons of Taxation, Benefit Principle, Ability of Pay Principle.
3. **Types of Taxes** : Impact & Incidence of a tax, tax shifting, direct & indirect taxes – merits & demerits, shifting of partial incidence of sales tax.
4. **Effect of Taxes** : Effect on work effort, consumption, savings, investments, pricing & output.
5. **Public Expenditure** : Canons of Expenditure, effects of expenditure .
6. **Public Debt** : Effects of Debt, Burden of Internal & External Debt.
7. **Public Goods & Externality** : Pricing of Public goods.

Part – B : Corporate Taxation :

Income Tax

1. **Definition** : Person, Assesse , Income, Previous Year, Assessment Year, Gross Total, Income, Total Income, Tax Evasion, Tax Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate, Relief.
2. **Residential Status & Tax Incidence** : Individual & Corporate.
3. **Income Exempted from Tax** : Individual & Corporate.
4. **Computation of Taxable Income of Individual, HUF, Firm & Corporates** :
 - (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, 80DD, 80DDB, 80E, 80G, 80GG, 80GGA, 80L & 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** :
 - (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.

Indirect Tax

1. **Central Sales Tax Act, 1956.**

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- (a) Definition : Dealer , Sale, Turnover, Sale Price, Sale or Purchase in course of inter-state 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.
 3. **Central Excise Act, 1944** : Definitions – Broker or Commission Agent, Central Excise Officer, Excisable Goods, Factory, Manufacture, Sale & Purchase, Wholesale Dealer & Cenvat.

Readings :

1. Musgrave & Musgrave : Public Finance , MH
2. Subrata Ganguli : Public Finance.
3. Mundle, Public Finance, OUP
4. Bhatia, Public Finance , Vikas
5. Raghu Palit, Tax Planning for Salaried Employees, Jaico
6. Due & Friedlander : Government Finance.
7. Ahuja G K & Gupta Ravi, Allahabad : Systematic Approach to Income Tax, Bharat Law House , 1999.
8. Iyenger, A C Sampat, Allahabad : Law of Income Tax, Bharat Law House 1981.
9. Kanga J B & Palkhivala N A – Bombay - Vol. 1-3 : B N Tripathi : Income Tax .
10. Ranina – 2nd Edn. New Delhi : Corporate Taxation A Hand Book, Oriental Law House, 1985.
11. V K Singhanian – Delhi - taxman, 1991 : Direct Taxes : Law & Practices.
12. Srinivas E A, New Delhi : A Hand Book of Corporate Tax Planning, Tata McGraw Hill, 1986.

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FM-302 : WORKING CAPITAL MANAGEMENT

1. **Introduction To Working Capital Management** : Concept of Working Capital - Kinds of Working Capital - Factors affecting Working Capital - Components of Working Capital - Sources of Working Capital Finance.
2. **Forecasting Of Working Capital** : Forecast of Working Capital for single shift and double shift.
3. **Cash Management** : Motives for Holding Cash and Marketable Securities - Cash Management Concept & Objectives - Managing Cash flows : Accelerating Cash inflows (using collection centres like Bore System) ; Controlling Disbursements – Cash Budgeting - Forecasting Cash Flow - Cash Flow Statement - Determining Optimum Cash Balance through Baumol Model, Beranck Model, Miller – Orr Model, Stone Model.
4. **Receivable Management** : Goals of Credit Management- Optimum - Receivable Policy - Marginal Analysis, Credit Analysis - Determining Optimum Credit Period.
5. **Inventory Management** : Need to hold Inventory - Objectives of Inventory Management – Inventory Valuation Methods - Perpetual Inventory Management through Stores Ledger and Bin Card – Economic Order Quantity (EOQ) ; Re - Order Point ; Safety stock , ABC Analysis, XYZ Analysis, FNSD Analysis.
6. **Working Capital & Banking Policy In India** : Concept of Working Capital & Banking Policy - Sources of Working Capital Finance from Bank - Various Committee Reports, Working Capital Finance (Dehejia Committee, Tandon Committee, Chore Committee, Maratha Committee, Chakravarty Committee).

Readings :

1. Bhalla, V.K. : Working Capital Management, Text and Cases, 4th ed. Delhi Anmol, 2001.
2. Hampton J.J and C.L. Wagner: Working Capital Management, John Wiley & Sons, 1989.
3. Khan & Jain, Cost Accounting, TMH
4. Mannes, T.S and J.T. Zietlow : Short-term Financial Management, West Pub. Co. 1993.
5. Working Capital Management : Strategies & Techniques, Bhattacharya H – Prentice Hall.
6. Chandran P : Financial Management, Tata McGraw Hill
7. I M Pandey , Financial Management, Vikas Publishing House.

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[FM-303] : SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

1. **Introduction to Security Analysis** : Concept of Securities - Objectives of Security Analysis - Types of Securities.
2. **Risk & Return** : Concepts of Risk & Return - Diversification of Risk – Efficient Market Theory.
3. **Valuation of Securities** : Valuation Theories of Fixed and Variable Income Securities - Valuation and Market Price - Security Credit Rating.
4. **Stock Market** : Concept - Types – Functions – Listing – Different Stock Exchange in India - Market Index.
5. **Introduction to Portfolio Management** : Concept of Portfolio - Composition of Portfolio Management - Objectives of Portfolio Management.
6. **Portfolio Theory** : Optimum Portfolio Selection Problem - Markowitz Portfolio Theory - Mean Variance Criteria (MVC) - MVC and Portfolio Selection - Portfolio Selection.
7. **Portfolio Models** : Sharp Single Index Model – (APM Model - Factor Model) - Arbitrage Pricing Theory - Efficient Market Theory and portfolio.
8. **Portfolio Mixes** : Investment in Liquid Asset Portfolio of Two Risk Securities - Three Security Portfolio - Unleverged and Leverged Portfolio - Bond Portfolio Management.
9. **Investment & Portfolio Strategies** : Portfolio Investment Process - Corporate Investment & Portfolio.
10. **Portfolio Management in India** : Portfolio Consultancy - National & International Portfolio mixes.

Readings :

1. Bhalla, V K, Investment Management : Security Analysis and Portfolio Management, New Delhi, S, Chand, 2001.
2. Brennet, M, Option Pricing : Theory & Applications. Toronto, Lexington Books, 1993.
3. Cox, John C and Rubinstein, Mark Options Markets, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
4. Pandian, security analysis & portfolio management, Vikas
5. Robert A. Strong, Portfolio Mgmt. Handbook, Jaico
6. P. Chandra, Investment Analysis & Portfolio Mgmt., TMH
7. Reilly, Investment Analysis & Portfolio Mgmt., SPD/TL
8. Huang, Stanley S C and Randall, Maury R Investment Analysis and Management, London, Allyn and Bacon, 1987.
9. Hull, John C Options, Futures and other Derivative Securities. 2nd ed. New Delhi, Prentice Hall of India, 1996.
10. Sharpe, William F etc. Investment, New Delhi, Prentice Hall of India, 1997.
11. Saha, T R and Mondal A, Indian Financial System & Financial Market Operation, New Central Book Agency (P) Ltd., 2004.
12. Fischer, D.E & Jordon, R.J., Security Analysis & Portfolio Management, Prentice Hall of India.
13. Patwari, Option & Future in Indian Perspective, Jaico
14. Avadani, security analysis & portfolio management, Himalaya
15. Kendall, Advanced Project Portfolio Mgmt. & the PMO, SPD

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[SM-301] : DATABASE MANAGEMENT

1. **Basic Concepts** : Database & Database Users, Database Concepts & Architecture , Data Modeling Using the Entity-Relationship Approach , Record Storage & Primary File Organizations , Index Structures for Files.
2. **The Relational Model, Language & Systems** : The Relational Data Model & Relational Algebra.
- Oracle 8 or above.
3. **Conventional Data Models & Systems** : The Network Data Model & the IDMS System, The Hierarchical Data Model & the IMS System.
4. **Database Design** : Functional Dependencies & Normalization for Relational Databases.
5. **System Implementation Techniques** : Query Processing & Optimization, Transaction Processing Concepts, Concurrency Control & Techniques , Recovery Techniques, Database Security & Authorization.
6. **Advanced Data Models & Emerging Trends** : Advanced Data Modeling Concepts, Object – Oriented Databases, Distributed Databases & Client Server Architecture, XML.

Reference :

1. Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3. Pratt, concept of data base management, Vikas
4. Date : An Introduction to Database System, Pearson Education.
5. Leon & Leon, Data Base Management System, Vikas
6. Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
7. Molina, Ullman, Widom : Database System , Pearson Education.
8. Schaum's Outline Series : Funamentals of Relational Databases, Tata McGraw Hill.
9. Chang : Oracle XML Handbook , McGraw Hill.

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[SM-302] : E - BUSINESS

1. **Electronic Commerce** : Overview, Definitions, Advantages & Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Prospectives, Rules & Regulations For Controlling E – Commerce.
2. **Technologies** : Relationship Between E – Commerce & Networking, Different Types of Networking For E – Commerce, Internet, Intranet & Extranet, Protocols – ISO – OSI, TCP / IP, IP Addressing, Client – Server, Web – Server Architecture, Infrastructure Requirement For E – Commerce, EDI Systems, Intelligent Systems.
3. **Business Models of e – commerce** : Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, E – Governance.
4. **E – strategy** : Overview, Strategic Methods for developing E – commerce.
5. **Four C’s** : (Convergence, Collaborative Computing, Content Management & Call Centre).

Convergence : Technological Advances in Convergence – Types, Convergence and its implications, Convergence & Electronic Commerce.

Collaborative Computing : Collaborative product development, contract as per CAD, Simultaneous Collaboration, Security.

Content Management : Definition of content, Authoring Tools & Content Management, Content – partnership, repositories, convergence, providers, Web Traffic & Traffic Management ; Content Marketing.

Call Centre : Definition, Need, Tasks Handled, Mode of Operation, Equipment , Strength & Weaknesses of Call Centre, Customer Premises Equipment (CPE).
6. **Wireless Application Protocol** : Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security.
7. **Supply Chain Management** : 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** : Payment through card system, E – Cheque, E – Cash, E – Payment Threats & Protections.
9. **E – Marketing** .
10. **Electronic Data Interchange (EDI)** : Meaning, Benefits, Concepts, Application, EDI Model, Protocols (UN EDI FACT / GTDI, ANSI X – 12), Data Encryption (DES / RSA).
11. **Risk of E – Commerce** : Overview, Security for E – Commerce, Security Standards, Firewall, Cryptography, Key Management, Password Systems, Digital certificates, Digital signatures.

Reference :

1. Kalakotia, Whinston : Frontiers of Electronic Commerce, Pearson Education.
2. Bhaskar Bharat : Electronic Commerce - Technologies & Applications. TMH
3. Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing.
4. Murthy : E – Commerce , Himalaya Publishing.
5. E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill.
6. Global E-Commerce, J. Christopher & T.H.K. Clerk, University Press
7. Beginning E-Commerce, Reynolds, SPD
8. Krishnamurthy, E-Commerce Mgmt, Vikas

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[SM-303] : COMPUTER AIDED MANAGEMENT

Course Contents :

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

References :

1. Turban, Aronson : Decision Support System & Intelligent System, Pearson.
2. Dan W. Palterson : Introduction to Artificial Intelligence & Expert System, PHI.
3. Elaine Rich & Kevin Knight : Artificial Intelligence, Tata McGraw Hill.
4. Poole, Computational Intelligence, OUP
5. B Yegnanarayana : Artificial Neural Networks, PHI

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6. Stamatios V Kartalopoulos : Understanding Neural Networks & Fuzzy Logic – Basic Concepts & Application, PHI.
7. Zaruda, Introduction to Artificial Neural System Jaico

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[HR-301] : EMPLOYMENT & COMPENSATION ADMINISTRATION

1. **Employment** : Policy & Programmes for Managers & Workers.
2. **Special Provision for Employment** : Reservation Rules, Employment of Women & Dependents, Employment of Land Oustees.
3. **Employment of Contract Labourers** : Provisions & Practices under the relevant Act.
4. **Conditions of Employment under the relevant Acts.**
5. **Concept of Wage** : Minimum Wage, Fair Wage, Living Wage, Need based minimum Wage, Wage Policy.
6. **Compensation** : Wage / Salary, Real Wage, Components of Wages, Basic, Dearness Allowances, House Rent Allowances, City Compensatory Allowance, Other Allowances, Factors influencing Wage / Salary, Wage differentials, Wage Fixation, Planning & Control of Compensation, Managerial Compensation.
7. **Dearness Allowance** : Methods of DA Payment, Consumer Price Index, Neutralization.
8. **Productivity & Wages** : Productivity Bargaining, Incentive Payments, Productivity Linked Bonus, Incentives Individual & Group Incentives.
9. **Employee Benefits** : Statutory & Voluntary Benefits, Retirement Benefits – Provident Fund, Gratuity, Pension.

References :

1. J N Sinha & P K Sawhney : Wages & Productivity in Selected Indian Industries, Vikas.
2. A K Dasgupta : A Theory of Wage Policy, OUP
3. Pramod Verma : Labour Economics & Industrial Relations, Tata McGraw Hill.
4. G L Raynolds : Labour Economics & Labour Relations, Prentice Hall.
5. Srivastava, Industrial Relation & Labour Laws, Vikas
6. C.S. Venkata Ratnam & B K Srivastava : Personnel Management & Industrial Relations, Tata McGraw Hill.
7. A M Sarma : Understanding Wage System, Himalaya.

[HR-302] : HUMAN RESOURCE PLANNING

1. **Basics in HR Planning** : Macro Level Scenario of HRP, Concepts & Process of HRP, Considerations – Technology, Finance, Product Demand.
2. **Methods & Techniques** : Demand Forecasting : Managerial Estimates, Trend Analysis, Markov Analysis, Utilization Analysis : Work Study, Job Analysis, Supply Forecasting : Inventory Analysis, Wastage Analysis, Balancing Supply & Demand, Issues of Shortage & Surplus.
3. **Human Resource Information System (HRIS).**
4. **Job Analysis & Job Evaluation** : Job Analysis – Concepts, Process, Job description, Job Specification, Uses, Limitations, Job Evaluation – Concepts, Methods, Limitations.
5. **Measurement of HR Planning** : HR Audit, HR Accounting.
6. **HR Plan - Implementation Strategies** : Recruitment, Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan.

Readings :

1. D J Bell : Planning Corporate Manpower
2. J W Walker : Human Resource Planning, MGH
3. B.O. Pettman & G Tavemeir : Manpower Planning Workbook, Gower
4. M. Bennison & J Casson : The Manpower Planning Handbook, McGraw Hill.

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5. Ghosh, Human Resource Development & Management, Vikas
6. K K Chaudhuri : Personnel Management for Executives, Himalaya
7. Matthewman, Human Resource Effectiveness, Jaico
8. Ramswamy, Managing Human Resource, OUP
9. Pinnington, Introduction to HRM, OUP
10. Tyson, Strategic Prospect for HRM, Jaico
11. J. Bramham, Human Resource Planning, University Press
12. Job Evaluation : ILO
13. G Bohlander, S. Snell, A Sherman : Managing Human Resource, Thomson.
14. C B Mamoria & S.V Gankar : Personnel Management, Himalaya.

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[HR-303] : LABOUR LAWS

1. **Legal Framework & Evolution of Labour Laws in India.**
2. **Laws Regulating Establishment** : Factories Act, 1948 , Mines Act, 1952, Plantations Labour Act, 1951.
3. **Laws Relating to Remuneration** : Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976.
4. **Laws Relating to Industrial Relations** : Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Unions Act, 1926.
5. **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.

Readings :

1. P L Malik : Industrial Law, Lucknow Eastern Book
2. Venkataratnam, Industrial Relations, OUP
3. O P Malhotra : The Law of Industrial Disputes, Tripathi.
4. S L Agarwal : Labour Relations Law in India, McMillan
5. S R Samant & B N Dongre : CLR's Yearly Labour Digest, Dwivedi
6. S C Srivastava : Labour Law in Factories, Mines, Plantations etc. Prentice Hall.
7. Srivastava, Industrial Relation & Labour Laws, Vikas

- 1) **Concept of Community Health (HSA-301)**
 - a) Evolution of the concept, history of public health and public health administration
 - b) IEC and community health in Health Care Delivery System
 - c) Health organization structure: center, state, and periphery
 - d) Policies relating to public health
 - e) Medical Sociology: Social and cultural factors relating to disease prevention, changing social condition and needs for health care facilities, Urbanization, change in life style, change in values
 - f) Sanitary engineering and water
- 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, Incidence & Prevalence
 - c) **Epidemiology of Communicable & Non communicable Diseases:**
Communicable Diseases: Influenza, Filariasis, TB, Plague, Tetanus, Diphtheria, Malaria
Non-communicable Diseases: Diabetes, Stroke, Alcoholism,
 - d) **Epidemiological Studies:** -Epidemic, Endemic, Pandemic, Sporadic-Investigation of an epidemic
 - e) **Preventive measures for Disease outbreak:** - Vaccination, Immunization, Surveillance, Monitoring
 - f) **School Health Programmes:**-objective, organization & functioning
 - g) **Occupational Health & Diseases:**
 - h) **Management of Handicapped Persons:** Handicapped Children, Geriatric age group.
 - i) **Health Services Research**
- 3) **Health Policy & National Health Programme (HSA-303)**
 - (a) National Health Policy-Basis & strategies for implementations
 - (b) National Population Policy
 - (c) Health System Reforms
 - (d) Drug Policy – Special reference to primary Healthcare programme
 - (e) National Health Programme-Malaria, Polio, AIDS, Blindness, Leprosy
Immunisation Programme for children, family welfare programme, community mental health program: Stress management
 - (f) Primary Healthcare programmes-Rural Facilities for Healthcare –Administration of rural Hospitals/Health Centres
 - (g) Evaluations of Health Programmes

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[MB -401] : ENTREPRENEURSHIP DEVELOPMENT

1. **Entrepreneurship** : meaning & concept, psychological & social factors, conditions needed for entrepreneurship, role of government, qualities of a prospective entrepreneur.
2. **Entrepreneurial Motivation** : McClelland's N-Ach theory, self – analysis, personal efficacy, culture & values, risk-taking behaviour, technology backup.
3. **Entrepreneurial Skills** : creativity , problem solving, decision making, communication, leadership quality.
4. **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 Corporation / Board, DGS & DNSIC, export & import, how to apply for assistance – procedure, forms, procedures for obtaining contract from Railways, Defence, P & T etc., SIDBI.
5. **Laws** : liabilities under the Factories Act, Shops & Establishment Act, Industrial Employment (Standing Orders) Act, Environment Protection Act, Sale of Goods Act, maintenance & submission of statutory records & returns, understanding labour - management relationship.
6. **Preparation of Project Report** : product /service selection, economic viability and market feasibility, requirements of financial institutions, projected financial statement preparation.
7. **Case Studies** : diagnostic case studies of successful / unsuccessful entrepreneurs, key variables explaining success / failures, industrial sickness, industrial reconstruction, technology obsolescence, technology, transfer.

Readings :

1. C B Gupta & Srinivasan : Entrepreneurship Development in India, Sultan Chand.
2. Sudipta Dutta : Family Business in India.
3. A Gupta : Indian Entrepreneurial Culture, New Age International.
4. Swedberg, Entrepreneur, OUP
5. Kaulgud, Entrepreneurship Mgmt, Vikas
6. B Berger (ed) : Culture of Entrepreneurship, Tata McGraw Hill
7. B K Birla : A Rare Legacy, Image Inc.
8. T R Saha : Financial Accounting for Managers, G J Book Society
9. R M Lala : The Creation of Wealth - A Tata Story, IBM Publishing.

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[MB -402] : PROJECT MANAGEMENT

1. **Project Planning** : Project Management scenario, Project Asset – issues & problems, Gantt Chart & LOB, Network Analysis, PERT / CPM, Resource Monitoring & Control.
2. **Contract Management** : principles of Project Contracts, compilation of Project Contracts, practical aspects of Contract, legal aspects of Project Management, global tender, negotiations for Projects, insurance for Projects.
3. **Project Buying** : Projects Procurement Process, Life – cycle Costing, Project Cost Reduction methods, Project Stores, organization & HRD issues, Computerization.
4. **Investment Feasibility Studies** : managing Project Resources Flow, Project Feasibility studies, Project Cost – Capital & Operating , Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process.
5. **Issues in Project Management** : Project Audit, Project Monitoring & MIS, Cost Control, Real Time Planning, Intangibles.
6. **Project Management** : Case Studies.

Readings :

1. P Chandra : Projects : Planning Analysis : Selection Implementation & Review, Tata McGraw Hill.
2. P Gopalkrishnan & V E Ramamoorthy : Text Book of Project Management, McMillan .
3. N Singh : Project Management & Control, Himalaya
4. V Desai : Project Management :
5. B M Patel : Project Management, Vikas.
6. Suhani, Computer Aided Project Mgmt, OUP

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[MB-403] : STRATEGIC MANAGEMENT

1. **Strategic Management** : objectives, policies, tools, strategic management process.
2. **Environmental Scanning** : External Environment analysis, Organizational Environment analysis,
3. **Strategic Planning** : corporate goal setting, functional goal setting, managerial goal setting, positioning organization.
4. **Formulating Strategies** : Corporate level, administrative / executive level & operating level, developing functional strategies - production / operations, finance, marketing, HR, materials, R & D, BCG Matrix, Portfolio Analysis.
5. **Implementation of Strategies** : Role of managers, Leadership, strategic control system & measurement.
6. **Strategic Actions** : Mergers, Acquisitions, Diversification.
7. **Case Studies of Reputed Organizations.**

Readings :

1. Michael E. Porter : Competitive Strategy, The Free Press.
2. A Kazmi : Business Policy & Strategic Management, Tata McGraw Hill.
3. V S P Rao & V. Hari Krishna : Strategic Management , Excel Books.
4. Lomash, Business Policy & Strategic Mgmt, Vikas
5. Macmillan, Strategic Management, OUP
6. Bani P Banerjee : Corporate Strategies, OUP
7. Ranjan Das : Crafting the Strategy, Tata McGraw Hill.
8. P.K.Gupta, Corporate Strategic Management, EPH.
9. Pitts, Strategic Mgmt., Vikas

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[MB -404] : PUBLIC SYSTEMS MANAGEMENT

1. **Public Systems** : definition, coverage, importance & role in the society.
2. **Health Care Management** :
 - concept, health organizations in India – village, block sub division, district & state level, govt. hospital system, private hospitals & nursing homes, health care of local bodies & PSUs, ESI hospitals, community health.
 - Management of Hospitals - structure, outdoor & indoor facilities, materials & equipments, purchase, storage, accounting, information system, employee administration, general administration (maintenance, security, laundry, waste, housekeeping, medical records).
3. **Transport Management** :
 - Transport infrastructure in India
 - Road Transport - national & state highways, road transport operations – state & private , commercial aspects.
 - Rail Transport – characteristics, volume – passenger and cargo, operations, commercial aspects.
 - Water Transport – major and minor ports in India, water traffic, water transport operations, commercial aspects, inland water transport.
 - Air Transport - air traffic characteristics, air transport operations, commercial aspects.
4. **Management of Other Public System** : local bodies, PSUs, power sector generation, distribution , educational institutions, posts & telegraphs, co-operatives.

Readings :-

1. I Narain : Principles & Practices of Public Enterprises Management, Sultan Chand.
2. S L Goel & R Kumar : Hospital Administration & Management, Deep & Deep Pub.
3. P White : Public Transport - Planning, Management & Operations, VCL Press.
4. Annual Reports of Health : Govt. of India, Education Energy.
5. WHO Health Policy Report.
6. Sengupta, Mgmt. of Public Relations & Communications, Vikas

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[MM -404] : INTERNATIONAL MARKETING

1. **International Marketing** : definition, concept and setting.
2. **Domestic vs. International Marketing.**
3. **Trade Theories** : basis of international trade, principles of absolute and relative advantage, factor endowment theory.
4. **The Dynamics of World Market** : concept of global marketing, identifying global needs, satisfying needs, coordinating activities and recognizing constraints.
5. **Environment of International Marketing** : economic, cultural, politico – legal.
6. **International Institutions** : World Bank, IMF, UNCTAD, WTO, EEC, ADB, SAPTA, NAFTA, Free Trade Zones, Common Markets.
7. **International Product Policy** : new product policy, international product life cycle, product line policies, branding, packaging & labelling.
8. **Distribution** : methods of entry into foreign markets, foreign market channels and global logistics.
9. **Pricing Strategies** : factors in international pricing, alternative pricing strategies, terms of sales and payment - letter of credit, line of credit, forfeiting.
10. **Foreign Exchange** : concept of spot rate, forward rate, arbitrage, translation – a brief introduction to FERA & FEMA.

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11. **Procedure of Foreign Trade** : process of exporting and importing.
12. **Foreign Trade Documentation** : certificate of origin, bill of lading, mates receipts.
13. **International Marketing of Services** : information services, medical & hospitality services, outsourcing etc.
14. **Case Studies.**

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Readings :

1. V Terpestra & R Sarathy : International Marketing, Harcourt College Publishers.
2. Subhash C Jain : International Marketing, Asian Books Pvt. Ltd.
3. Onkvisit, Sak & Shaw : International Marketing Analysis & Strategy, Prentice Hall of India./Pearson Education
4. Warren Keegan : Global Marketing Management, Pearson Education /Prentice Hall Inc.
5. Lalit M Johri : International Marketing - Strategies for Success.
6. Vasudeva P K : International Marketing , Excel Books.
7. M.V.Kulkarni. International Marketing Mgmt., EPH

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[MM-405] : SERVICE MARKETING

1. **Service Marketing** : introduction and concept.
2. **Reasons for Growth of Services.**
3. **Characteristics of services.**
4. **Marketing Mix for services** : product, price, place, promotion, physical evidence, people & process.
5. **Detail discussion of following principal services :**
 - (a) financial services
 - (b) hospitality
 - (c) health care
 - (d) educational and professional
 - (e) logistics
 - (f) entertainment.
6. **Consumer behaviour in Service Marketing .**
7. **Relationship Marketing** : importance & implementation in Service Marketing - levels of relationship bond.
8. **Integrated Gap Model** : customer gap, provider gap (gap 1 to gap 4) identification and closing of the gaps.
9. **Case Studies.**

Readings :-

1. Apte, Service Marketing, OUP
2. V.A. Zeithaml & M J Bitner : Service Marketing, Tata McGraw Hill.
3. Ravi Shanker, Service Marketing, Excel
4. C Haksever, B Render, R Russel & R Mudrick : Service Management & Operation, Pearson Education.
5. Hellen Woodruffe : Service Marketing, McMillan (India) Ltd.
6. J A Fitzsimmons & M J Fitzsimmons : Service Management, McGraw Hill.

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7. P.K. Gupta, Service Marketing,EPH

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[MM -406] : CONSUMER BEHAVIOUR

1. **Impact of Behavioural Science** : needs, wants etc. , analyzing internal & external factors.
2. **Perception** : sensory systems, exposure, attention, interpretation.
3. **Learning & Memory** : process, theories (behaviourial, cognitive learning)
4. **Motivation & Values** : process, involvement of consumers, different theories of motivation from marketing point of view.
5. **Self** : perspective of self, consumption and self concept, gender roles etc.
6. **Personality & Lifestyle** : psychographics, trends.
7. **Attitudes** : power of attitude, forming attitude, different models, attitudes to product behaviour.
8. **Individual Decision Making** : problem, recognition, information search , evaluation of alternatives.
9. **Purchasing Situation / environment** : post purchase evaluation / satisfaction, product disposal.
10. **Group Influence & Opinion Leadership** : reference group, word of mouth, opinion leadership.
11. **Family Decision Making** : women & children as decision makers.
12. **Income & Social Class** : ethnic & regional sub –culture etc. understanding culture & cultural influence.
13. **Models of Consumer Behaviour** : conflict Model, Nicosia Model, machine Model, Haward - Sheth Open System, EKB Model.
14. **Behavioural Aspects of Organization.**
15. **Case Studies.**

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Readings :

1. Kazmi & Batra : Consumer Behaviour, Excel Books.
2. Loudon & Della Bitta : Consumer Behaviour , TMH
3. Blackwell, Consumer Behaviour, Vikas
4. Shiffman & Kanuk : Consumer Behaviour, Pearson Education
5. Kumar, Conceptual issues in Consumer Behaviour, Pearson Education
6. ASSAEL : Consumer Behaviour & Marketing Action, Thomson Learning.
7. M.S Raju, Xardel, Consumer Behaviour, Concepts, applications & Cases, Vikas

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[FM -404] : MONEY & CAPITAL MARKET.

1. **Indian Financial System In India** : Financial Concepts, Financial Assets, Financial Intermediaries, Financial Markets, Classification, Capital Market, Industrial Securities Market, Government Securities Market , Long Term Loans Market , Mortgages Market , Financial Guarantees Market , Money Market, Treasury Bills Market Short Term Loan Market , Foreign Exchange Market, Financial Instruments, Multiplicity of Financial Instruments.
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, Types of Bills, Discount Market, Acceptance Market, Importance of Bill Market, Types of Treasury Bills, Operations and Participants,

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Importance, Defects, Money Market Instruments, Inter-Bank Participation Certificate, Structure of Indian Money Market, Features of Indian Money Market , Recent Developments.

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.
4. **Secondary Market** : Introduction, Control Over Secondary Market, Registration of Stock Brokers, Registration Procedure, Code of Conduct for Stock Brokers, Kinds of Brokers and their Assistants, Method of Trading in a Stock Exchange, Carry over or Badla Transactions, Genuine Trading Vs Speculative Trading, Kinds of Speculators, Speculative Transactions, Inside Trading – concept of Depository services.
5. **Securities And Exchange Board of India** : Capital Issues (Control) Act, Controller of Capital Issues, Securities Contract (Regulations)Act, Malpractices in the Securities Market, Deficiencies in the Market, SEBI - Objectives, Functions, Powers, Organization, SEBI and the Central Government , SEBI Guidelines for Primary Market , Secondary Market.

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6. **NSE & OTCEI** : Operational Highlights, NSE, Objectives, Features of NSE, NSE vs. OTCEI - Features of OTCEI, Promoters, Participants, Trading in OTCEI Exchange, Listing on OTCEI, Advantages,

Readings :

1. V. Madhu : Management of Financial Institutions in India, New Delhi, Anmol, 1991.
2. Bhole, Financial Institutions in Market, TMH
3. Madhu Vij, International Financial Mgmt., EXCEL Books
4. Bhalla, V K : Management of Financial Services, Anmol, New Delhi 2001.
5. Gordan E and K Natrajan : Emerging Scenario of Financial Services, Himalaya Publishing House, 2003.
6. Saha, T R and Mondal A : Indian Financial System & Financial Market Operation, New Central Book Agency (P) Ltd., 2004.
7. H.R. Machiraju, Indian Financial System, Vikas
8. Bhalla, V K and Dilbag, Singh : International Financial Centres, New Delhi, Anmol, 1997.
9. Ennew C, Trevir Watkins & Mike Wright : Marketing of Financial Services, Heinemann Professional Pub., 1990.

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[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.
2. **International Financial System** : Bretton Woods Conference and afterwards, Exchange Rate Systems at present, International Monetary Fund (IMF), European Monetary System (EMS), Economic & Monetary Union (EMU) (including detailed discussion on Euro).
3. **Balance of Payments (BOP)** : Meaning & Concept, Principles of BOP Accounting, BOP Categories, 'Deficit' & 'Surplus' in BOP, Official Reserves, Importance of BOP Statistics.
4. **The Foreign Exchange Market** : Foreign Exchange Market (FEM), Organization, Participants, Functions Sectors (Cash, Spot, Forward, Futures, Options & Swaps), Quotations in the FEM (Direct & Indirect, European & American, Bid – ask Range & Bid – ask Spread, Cross Rate), Currency Arbitrage (Two – point Arbitrage & Three – point Arbitrage, With or Without Transaction Costs), Forwards & Futures, Difference between the two – Currency Options : different types of Currency Options (Put & Call ; Exchange - Traded & Over – the – Counter ; In – the – Money, Out – of – the – Money and At – the – Money), Swaps : Currency Swaps & Interest Rate Swaps.
5. **Foreign Exchange Risk Management (FERM)** : Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Exposure – meaning, different types.

Managing Economic Exposure, Managing Transactions & Translation Exposure : (a) internal financial techniques including Leading & Lagging, Netting, Matching & Currency of Invoicing. (b) external risk management / hedging instruments : Money Market Hedge, Forward Market Hedge etc.
6. **International Financial Markets** : International Financial Centres, sources of funds, long term and short term sources including GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repose, NIFs, CPs, Development Banks.

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7. **Foreign Investment Analysis** :
 - (a) International Portfolio Investment : concept, benefits
 - (b) Foreign Direct Investment (FDI) : costs and benefits, position in India.
 - (c) Capital Budgeting for MNCs
 - (d) Current Assets Management Particularly Cash Management
8. **Multilateral Development Banks** : World Bank, Asian Development Bank, International Finance Corporation.

Readings :

1. Apte, PG : International Financial Management, Tata McGraw Hill.
2. Madhu Vij, International Financial Mgmt., EXCEL Books
3. Bhalla, V.K : International Financial Management - Text and Cases, Anmol Publications.
4. Buckley, A : Multinational Finance, Prentice Hall of India.
5. Levi, M.D : International Finance – The Markets & Financial Management of Multinational Business, McGraw Hill.
6. Shapiro, A.C : Multinational Financial Management, Prentice Hall of India.
7. Sharan, V : International Financial Management, Prentice Hall of India.
8. Kirt C Butler, Multinational Finance, Vikas

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[FM -406] : MANAGEMENT OF FINANCIAL SERVICES

1. **Introduction to Financial Services** : Concepts of Financial Services - Objectives - Importance - Nature - Scope.
2. **Stock Exchange Operations** : Concept of Stock Exchange - Functions -History of Stock Exchange in India - Middlemen in Stock Exchange.
3. **Mutual Funds** : Concept - Types - Nature – NAV – Trends in Indian Mutual Fund Market - SEBI & Mutual Fund.
4. **Merchant Banking** : Concept -Types -Functions - Trends in Merchant Banking in India - SEBI & Merchant Banking.
5. **Credit Rating Agencies** : Concept - Functions - Different Credit Rating Agencies - Popular Symbols - SEBI & Credit Rating.
6. **Depository Services** : Concept of Depository - Function - Pros & Cons - Functioning - Role of NSDL, CSDL : SEBI, RBI & Depository.
7. **Regulatory Authority of Financial Services** : RBI Act - SEBI Act in relation to Financial Services - Investors Protections – Tax Evasion & Financial Services.
8. **Personal Financial Services** : Debit Card - Credit Card - On Line Stock Trading – Housing Loans - Other Personal Loans.

Readings :

1. Bhalla, V.K : Management of Financial Services, Anmol, New Delhi 2001.
2. Bhalla, V K and Dilbag, Singh : International Financial Centres, New Delhi, Anmol,1997.
3. Ennew, C, Trevor Watkins & Mike Wright : Marketing of Financial Services, Heinemann Professional Pub., 1990.
4. Gordan, E and K Natrajan : Emerging Scenario of Financial Services, Himalaya Publishing House, 1997.
5. Theory & Applications : Toronto, Lexington Books, 1983.
6. Kim, Suk & Kim, Seung : Global Corporate Finance - Text and Cases, 2nd ed. Miami Florida, Kolb, 1993.
7. Saha, T R and Mondal A : Indian Financial System & Financial Market Operation, New Central Book Agency (P) Ltd., 2004.
8. Khan, Indian Financial System ,TMH

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ISM - 404] : SOFTWARE MANAGEMENT

1. **Introduction to Software Processes and Metrics, problems:** goals and requirements of Software Development.
2. **Software Process Models :** Waterfall Model, Prototyping Model, the RAD Model, Evolutionary Software Process Model (the Incremental Model), Spiral Model, WIN WIN Spiral Model, Concurrent Development Model, Component Based Methods, the Formal Methods Model & fourth Generation Techniques, Process Technology, Product & Process.
3. **Software Project Planning :** 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).

Changing Control on Information Technology Projects.

4. **Project Scope Management :** 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.
5. **Project Time Management :** Project Schedule, Project Network Diagrams (AOA or ADM, PDM), Activity duration Estimating, Gantt Charts, Critical Path method, PERT.
6. **Project Cost Management :** 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

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7. **Quality Management :** Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models.
8. **Project Human Resource Management :** Managing People (Motivation Theories, Influences & power, Improving Effectiveness), Organizational Planning, Staff Acquisition & Term Development.
9. **Project Communication Management :** Importance, Communication Planning, Information Distribution, Performance Reporting, Administrative Closure.
10. **Disaster Recovery Planning & Risk Management :** Importance, Risk Management Planning, Sources of Risk, Risk Identification, Qualitative & Quantitative Risk, Risk Response Planning , Risk Monitoring & Control.
11. **Project Procurement Management :** Importance, Planning , Solicitation Planning, Solicitation, Contract Administration & Close Out.
12. **Using Project Management Tool :**
 - MS Project 2000 / 2003.

Readings :

1. Basic of Software Project Management : NIIT, PHI

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

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ISM - 4051 : SYSTEM ANALYSIS & DESIGN

1. **Overview of Systems Analysis & Design** : Business Systems Concepts, Systems Development life Cycle, Project Selection, Feasibility Analysis, Design, Implementation, Testing & Evaluation.
2. **Business Process Re-engineering** : Overview
3. **System Requirement Specification & Analysis** : Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards (IEEE/ ISO).

Modeling System Requirements using 'USE CASES'
Data Modeling & Analysis.
4. **Detailed Design Modularization** : Module Specification, File Design, Systems Development involving Data Bases.

Database Design
Output Design
Input Design
User Interface Design.
5. **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, Modeling & Design using UML, Event Face Diagram & Event Flow Diagram.
6. **System Control & Quality Assurance** : Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Units and integration testing, testing practices and plans. System Controls, Audit Trails, CASE Tools.
7. **Hardware & Software Selection** : Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

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Readings :

1. Senn : Analysis & Design of Information Systems, McGraw Hill International.
2. Igor Hawrysz Kiewycs : Systems Analysis & Design, PHI
3. Hoffer : Modern System Analysis & Design, Pearson Education.
4. Kendall : System Analysis & Design, Pearson.
5. Thomas Tharakan, System Analysis & Design, Vikas
6. Grady Booch : Object Oriented Analysis & Design.
7. Rambaugh, Jacobson, Booch : UML- Reference Manual, Pearson.

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[SM - 406] : FUNDAMENTALS OF NETWORKING

1. **Communications** : concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.
2. **Network** : 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.
3. **TCP / IP** : Session, Presentation and Application Layers functions.
4. **Distributed Processing Potential** : Client Server Computing, introduction to distributed database.
5. **Internet** : Internet Protocols, IP addressing (IP4 + IP6), Internet computing.
6. **Mobile Computing** : Introduction to mobile technology, Wireless Application Protocols & other protocols.
7. **Network Security & Privacy** : overview, purpose, spamming , cryptography, authentication and firewall.

Readings :

1. Tanenbaum : Computer Networks, Pearson Education
2. Comor : Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education
3. Forouzan : Data Communication & Networking, TMH.
4. Zheng, Computer Networks for Scientists & Engineers, OUP
5. Agarwal, Data Communication & Computer Networks, Vikas

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[HR - 404] : INDUSTRIAL RELATIONS

1. **Industrial Relations** : Concept, Approaches to IR, Parties to IR, System Model of IR.
2. **Industrial Worker in India** : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, work ethics).
3. **Trade Unionism in India** : Origin, Growth, Structure & Management of Trade Unions, Registration, Recognitions, Leadership, Trade Unionisms, Employer's Organizations in India, Managerial Associations.
4. **Industrial Relations in India** : Labour Policy in Five Year Plans, Tripartism, Role of Government & State, Role of Management, Role of Trade Unions.
5. **Industrial Disputes** : Causes, types, trends and settlement of disputes (internal options, third party machinery).
6. **Collective Bargaining** : Theories, Prerequisites, Process, Negotiating skills and strategies, Agreement – content, validity, implementation, productivity, bargaining, growth of collective bargaining in India.
7. **Workers' Participation in Management** : Concept, purpose & practices in other countries, Workers' participation Schemes in India – Works Committee, Joint Management Council, Worker – Director, Shop Council & Joint Council, WPM, EPM, Problems & Prospects in India, Quality Circles – Concept & Practices in India.
8. **Labour Welfare & Industrial Relations** : Concept, purpose, statutory & non- statutory provisions, ILO Conventions and its application in India, Workers' Education Programmes in India.
9. **Employee Discipline** : Meaning, Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling.

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10. **Rationalization, Modernization, Automation & Industrial Relations** – Case Studies .

Readings :

1. M Marchington : Managing Industrial Relations, McGraw Hill
2. Sinha, Industrial Relations, Pearson Education
3. Arun Monappa : Industrial Relations, Tata McGraw Hill.
4. Report of the National Commission on Labour : Govt. of India.
5. E A Ramaswamy : Managing Human Resources, Oxford University Press.
6. B.D. Singh, Industrial Relations, Excel Books
7. N.G Nair & L. Nair : Personnel Management & Industrial Relations, S.Chand
8. R.S. Davar : Personnel Management & Industrial Relations, Vikas.
9. C B Mamaria & S.V. Gankar : Dynamics of Industrial Relations, Himalaya.

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[HR - 405] : ORGANIZATIONAL DEVELOPMENT

1. **Organizational Change & Development** : Concept, History, Organizational Change, Process, Lewins Model, Organizational Life Cycle, Values and Assumption of O.D.
2. **Operational Components of OD** : Diagnostic Components, Action Component, Process - Management Component.
3. **Characteristics & Foundation of OD Process** : On – going interactive process, Form of Applied BS, Strategy of changing, Systems approach, Approach to planned change, Experience based, Goal Setting & Planning, Focus on work teams.
4. **OD & Action Research** : Process, approach, use of action research on OD.
5. **OD Interventions** : Nature of OD interventions, The OD Cube, Major families of OD interventions, dimensions, individual - Group & Task – Process.
6. **Team Interventions** : Teams and work groups, team building interventions, Diagnostic meeting, Team building meeting, Role analysis technique, Role negotiation techniques, Gestalt orientation to team building, intergroup interventions.
7. **Personal, Interpersonal & Group Process Interventions** : Process Consultation, Third - party intervention, Sensitivity training, Transactional Analysis, Career Planning Interventions.
8. **Comprehensive Interventions** : Confrontation meeting, Survey feedback, Four System Management, Grid, Contingency approach.
9. **Structural Interventions** : Job design, MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering.
10. **Issues in OD** : OD facilitators role, OD Consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – individual & organizational, Research in OD.

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Readings :-

1. W.L. French & C H Bell : Organization Development, Prentice Hall of India/Pearson Education.
2. S P Robbins : Organizational Behaviour, Prentice Hall of India
3. S S Khemka : Organizational Behaviour, S. Chand.
4. Udai Pareek : Understanding Organizational Behaviour, OUP
5. J.S Chandan: Organizational Behaviour, Vikas
6. D. Hellriegel, J.W. Slocum & R W. Woodman : Organizational Behaviour, Thomson.

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HR - 406] : HUMAN RESOURCE DEVELOPMENT

1. **Human Resource Development** : meaning, scope and purpose, HRD Process, Techniques of Assessment of HRD Needs - Organizational Analysis, Task Analysis, Individual Analysis.
2. **Strategies of HRD** : Organizational Development, Individual Development, Team Development, Organizational Culture Building .
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.
4. **Evaluation of Training** : Need, principles, criteria, technique of evaluation, Impediments to effective training, improving effectiveness of training.
5. **Individual Development through Non-Training** : Job Redesign Programme, Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counselling.
6. **Team Development Programme** : Methods and Schemes : Role of Staff & Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities.
7. **HRD – Experiments in India** : Cases in Public Sector & in Private Sector Enterprises.
8. **HRD Experiments in other Countries** :

Readings :

1. Udai Pareek & T V Rao : Designing & Managing Human Resource Systems, Oxford & TBH.
2. Dessler, Human Resource management, Pearson Education
3. T V Rao & D F Pereira (eds) : Recent Experiences in HRD.
4. T V Rao : Readings in HRD, Oxford & IBH.
5. D M Silvera : Human Resource Development – The Indian Experience.
6. K K Chaudhuri : Personnel Management for Executives, Himalaya.
7. B. Ghosh, Human Resource Development & Management, Vikas
8. R L Desimone, J M Werner & D M Harris : Human Resource Development, Thomson
9. HRD – Strategies , Design & Experiences (MS – 22, Vol. 1 – 4) : IGNOU
10. K Aswathoppa : Human Resource & Personnel Management, TMH.
11. C B Mamania & S V Gankar : Personnel Management, Himalaya.

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-
- c) **WB clinical Establishment ACT 2000 – Some provisions.**
- d) **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)
- e) **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.
- f) **Human Rights:**

West Bengal University of Technology Syllabus of MBA (New Syllabus)

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.

g) Insurance :

Role of carrier drugs, auto-immune and metabolic diseases

- 1) Life Insurance
- 2) Medical Insurance

Role of Mediciclaim 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.

Planning, Organising & 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. GANTT CHART
- b) Management of technical, clinical & support Services,
- c) Management techniques: Qualitative and Quantitative
- d) Problems in managing Hospitals- internal& external –Remedial measures
- e) Organisation, 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

Logistics Management in Healthcare Units and Storage & Distribution (HAS-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