

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

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

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

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

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

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

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

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

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

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

**Third Semester: Four Papers (*Two* Papers each from any two Specialisation Groups)**

**Marketing Management**

**MM 301 Consumer Behaviour and Customer Relationship Management**

**MM 302 Sales and Distribution Management**

**Human Resource Management**

**HR 301 Human Resource: Policy and Strategy**

**HR 302 Human Resource: Planning and Utilisation**

**International Business**

**IB 301 International financial Markets**

**IB 302 Foreign Exchange Management**

**Pharmaceutical Sales & Marketing Management**

**PS 301 Fundamentals and Basics of Pharma Marketing Management**

**PS 302 Application and Practices of Pharma Sales Management**

**Pharmaceutical Technology Management**

**PT 301 Pharmaceutical Manufacturing Technology**

**PT 302 Pharmaceutical Engineering**

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

Fourth Semester: Six Papers (*Three* Papers each from any two Specialisation Groups)

**Marketing Management**

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

**Human Resource Management**

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

**International Business**

- IB 401 International Marketing
- IB 402 International Economic Organisations
- IB 403 Export-Import Procedure and Documentation

**Pharmaceutical Sales & Marketing Management**

- PS 401 Essentials of Pharma Brand Management
- PS 402 Marketing Planning for Brand Managers
- PS 403 Communication and Advertisement in Pharma Brand Management

**Pharmaceutical Technology Management**

- PT 401 Production Plant Management
- PT 402 Pharmaceutical Quality Assurance
- PT 403 Pharmaceutical Regulatory Affairs

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

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

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

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

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

**Subject: Management Theory: Principles and Processes**  
**Full Marks: 100**

**Course Contents**

**First Half (50 Marks)**

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

**Second Half (50 Marks)**

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

**References:**

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

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

**Course Contents**

**First Half (50 Marks)**

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

**Second Half (50 Marks)**

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

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**References:**

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

**VIDYASAGAR UNIVERSITY**  
**MBA (DL)::FIRST SEMESTER**  
**Paper Code: CP 103**  
**Subject: Quantitative Methods**  
**Full Marks: 100      No. of Classes: 80**

**Course Contents**

**First Half (50 Marks)**

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

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

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

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**References:**

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

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

**Course Contents**

**First Half (50 Marks)  
(Financial Accounting)**

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

**References:**

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

**Second Half (50 Marks)  
(Cost Accounting)**

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

**References:**

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

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

**Course Contents**

**First Half (50 Marks)**

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

**Second Half (50 Marks)**

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

**References:**

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

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

**Subject: Business Communications and Environmental Studies**

**Full Marks: 100**

**No. of Classes: 80**

**Course Contents**

**First Half**

**Business Communication (50 Marks)**

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

**References:**

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

**Second Half**

**Environmental Studies (50 Marks)**

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

**References:**

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

# **2<sup>nd</sup> Semester**

**Vidyasagar University**  
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**Papers of 100 marks each / IA: 20 marks & UE 80 marks**

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

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

**Vidyasagar University**  
**MBA (DL) :: SECOND SEMESTER**  
**Paper Code: CP 201**  
**Subject: Organisational Behaviour and Management of Change**  
**Full Marks: 100      No. of Classes: 80**

**Course Contents**

**First Half (50 Marks)**

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

**MBA (DL) :: SECOND SEMESTER**

**Paper Code: CP 201**

**Subject: Organisational Behaviour and Management of Change**

**Second Half: (50 Marks)**

**Course Contents**

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

**References:**

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

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

**Full Marks: 100**

**No. of Classes: 80**

**First Half (50 Marks)**

**Course Contents**

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

**MBA (DL) :: SECOND SEMESTER**

**Paper Code: CP 202**

**Subject: Financial Management**

**Second Half (50 Marks)**

**Course Contents**

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

**References:**

1. Richard A. Brealey and Stewart C. Myers, *Corporate Finance*, MGH, New York
2. James C. Van Horne, *Financial Management and Policy*, Prentice Hall, Delhi
3. M. Y. Khan and P. K. Jain, *Financial Management*, TMGH, New Delhi
4. Prasanna Chandra, *Financial Management*, TMGH, Delhi
5. Ravi M. Kishore, *Financial Management*, Taxmann, New Delhi
6. I. M. Pandey, *Financial Management*, Vikas Publishing House, New Delhi
7. B. Banerjee, *Financial Policy and Management Accounting*, PHI, New Delhi
8. Kapil and Kapil, *Financial Management: Strategy, Implementation and Control*, Pragati Prakashan, Meerut
9. V. K. Bhalla, *Financial Management and Policy*, Anmol Publication, New Delhi

**Vidyasagar University**  
**MBA (DL) :: SECOND SEMESTER**  
**Paper Code: CP 203**  
**Subject: Marketing Management**  
**Full Marks: 100      No. of Classes: 80**

**Course Contents**

**First Half (50 Marks)**

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

**References:**

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

**MBA (DL) :: SECOND SEMESTER**  
**Paper Code: CP 203**

**Subject: Marketing Management**

**Course Contents**

**Second Half (50 Marks)**

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

**References:**

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



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

**Course Contents**

**First Half (50 Marks)**

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

**References:**

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

Continued

**Vidyasagar University**  
**MBA (DL) :: SECOND SEMESTER**

**Paper Code: CP 204**

**Subject: Human Resource Management**

**Course Contents**

**Second Half (50 Marks)**

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

**References:**

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

(CP204)

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

**Course Contents**

**First Half (50 Marks)**

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

**References:**

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

**MBA (DL) :: SECOND SEMESTER**  
**Paper Code: CP 205**  
**Subject: Production and Operations Management**

**Course Contents**

**Second Half (50 Marks)**

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

**References:**

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

10. R. B. Chase and N. J. Aquilano, *Production and Operations Management*, Irwin

**Vidyasagar University**  
**MBA (DL) :: SECOND SEMESTER**

**Paper Code: CP 206**

**Subject: Business Policy and Strategic Management**

**Full Marks: 100      No. of Classes: 80**

**Course Contents**

**First Half (50 Marks)**

**1. Introduction to Corporate Strategy:**

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

**2. Environmental and Internal Analysis:**

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

**3. Corporate Restructuring and Diversification:**

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

**References:**

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

**MBA (DL) :: SECOND SEMESTER**

**Paper Code: CP 206**

**Subject: Business Policy and Strategic Management**

**Course Contents**

**Second Half: (50 Marks)**

**4. Strategic Analysis:**

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

**5. Strategy Implementation:** Project and procedural implementation – Resource allocation – Structural implementation and Functional implementation – Behavioural implementation.

**6. Strategy Evaluation and Control:**

Strategic Control - Operational Control - Preventive Control - Essential Features of an Effective Evaluation and Control System.

**References:**

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

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

## **Specialisation - International Business**

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

### **Third Semester**

**Two Compulsory and Four Specialisation Papers (2 from Elective - I and  
2 from Elective - II) of 100 Marks each = 600 Marks**

**CP 301 Computer Applications in Business**

**CP 302 Corporate Governance and Rural Management**

**} 303 Four Specialisation Papers –2 from Elective - I Specialisation Group  
to and 2 from Elective - II Specialisation Group  
306**

### **International Business**

**IB 303 International financial Markets**

**IB 304 Foreign Exchange Management**

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

**Course Contents**

**First Half (50 Marks)**

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

**References:**

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

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

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

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

**Course Contents**

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

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

**References:**

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

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

**Course Contents**

**Second Half**  
**Rural Management (50 Marks)**

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

**References:**

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



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

Subject: Consumer Behaviour and Customer Relationship Management

Full Marks: 100

**Course Contents**

**First Half (50 Marks)**

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

**Second Half (50 Marks)**

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

**References:**

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

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

**Course Contents**

**First Half (50 Marks)**

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

**Second Half (50 Marks)**

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

**References:**

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

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

**Course Contents**

**First Half (50 Marks)**

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

**Second Half: (50 Marks)**

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

**References:**

1. Michael Armstrong, *Strategic Human Resource Management: A Guide to Action*, Kogan Page.
2. Charles R. Greer, *Strategic Human Resource Management: A General Managerial Approach*, Pearson Education.
3. Jeffrey A. Mello, *Strategic Human Resource Management*, Thomson, South Western.
4. Shaun Tyson, *Human Resource Strategy, Towards a General Theory of Human Resource Management*, Pitman Publishing.
5. Peter Boxall and John Purcell, *Strategy and Human Resource Management*, Palgrave, Macmillan.

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

**Course Contents**

**First Half (50 Marks)**

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

**Second Half: (50 Marks)**

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

**References:**

1. D. K. Bhattacharya, *Human Resource Planning*, Excel Books
2. John Bramham, *Human Resource Planning*, University Press
3. Paul Turner, *HR Forecasting and Planning*, Chartered Institute of Personnel and Development, London
4. M.P. Srivastava, *Human Resource Planning*, Institute of Applied Manpower Research, New Delhi
5. Michael Armstrong, *A Handbook of Human Resource Management Practice*, Kogan Page.

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

**Course Contents**

**First Half (50 Marks)**

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

**Second Half: (50 Marks)**

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

**References:**

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

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

**Course Contents**

**First Half (50 Marks)**

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

**Second Half: (50 Marks)**

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

**References:**

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

**VIDYASAGAR UNIVERSITY**  
**MBA (DL)::THIRD SEMESTER**  
**Paper Code:PM - 31**

**Syllabus on**  
**Pharmaceutical Sales & Marketing Management**  
**as an Specialization Paper.**

Subject Code: PS -301 – Fundamentals and Basics of Pharma  
(Semester III) Marketing Management.  
**(Full Marks - 100)**

**First Half – 50 Marks**

Focus on Indian Pharma Industry & Allied Chapters –

Country Background, Health Care system profile, Pharmaceutical Industry Profile, Industry's network of channels to ultimate users. MNCs, Indian MNCs and simple domestic companies.

Changing Scenario following Patent Law Introduction in Jan'2005 -

SWOT Analysis, Benefits of Indian Pharma firms having US-FDA approval, Govt.'s intension towards Healthcare, Pharma Trade Related Laws and Sales Promotion Employee's Act.

Introduction to Pharmaceutical Marketing –

Historical Facts & Data, Basic concept of Pharma Marketing, Pharmaceutical Marketing Skills & Pharmaceutical Marketing Strategies,

Managing Market & Sales Information –

Introduction, Market Survey, Analysis of Information from Market Survey, Identifying the customer needs, Action plans on outcome of the market research, Designing and Managing services in Pharmaceutical Marketing.

**Second Half – 50 Marks**

Pharma Sales Management

Philosophy, Basic Concept, Definitions – Ethical Selling, OTC Selling and Direct selling to Institutions, Advanced Concept, The Sales Management Process

Management of Sales Territory & Sales Target.

Introduction to management of sales territory and sales target, Sales Promotional Inputs, Designing and allocation of sales territory and sales target, Methodology I (Market Segmentation Matrix) and Methodology II (Ability of MR's Matrix), Productwise Targetting, Factors Affecting Selection of Forecasting Method

Emerging Trend in Sales Management

Introduction, Field Monitor Control and the Sales Promotion Linkage – Concept, Tools Available, Persons Responsible and Self Monitoring.

Subject Code: PS -302 – Application and Practices of Pharma

(Semester III)

Sales Management.

**(Full Marks - 100)**

**First Half – 50 Marks**

Principles of Effective Marketing Management in a Territory

Basic Concept, Managing Field Members Behaviors and Retail Management/RCPA, Distribution System, Field Service and Role of Supply chain Network in providing marketing & Sales information, Production-Marketing Co-ordination in Pharma Industry.

Pharma Sales Manager's Job

Recruitment and Selection of the Sales Forces, Training and Development of Sales Forces, Classroom Training and On the Job Training, Objection Handling, Sales Force Motivation

Forecasting Market Demand

Collection of Data and Resource Analysis, Assessment of Historical Data, Trend Analysis and Projection, Problems in allocation of Sales Territories and Sales Target

**Second Half – 50 Marks**

Organizing the Sales Territory to Accomplish Sales Target.

Concept, Pitfall, Composition of Customer's (Doctor's) List, Organizing Sales Target, Functions of Managing Sales Territory & Sales Target, Use of Information Technology.

The Skill of Sales Management & Types of Personal Selling

Fundamentals of Field Related Pharma Selling, The Modern Day Sales Activity, Changes in the Medical Representative's Activities.

Roles & Responsibilities of 1<sup>st</sup> Line Manager (ASM)

Role of the ASM – Planning, Directing and Controlling etc., Evaluation of the Sales Force – on the job and off the job assessment, Sales Routine in Joint Field Work by ASM.

Subject Code: PS -401 – Essentials of Pharma Brand

(Semester IV)

Management.

**(Full Marks - 100)**

**First Half – 50 Marks**

Product Planning & Development

Marketing Mix of 4 Controllable Categories, Product Life Cycle, BCG Growth Market Share Matrix, SWOT Analysis of a Product.

Importance of Branding

Introduction, What is a modern brand? What are the functions of a Brand? Seven Steps to Brand-Led Marketing.

Brand Positioning



Introduction, Definition, Positioning Strategies, Segmentation, Positioning Difference, Why positioning is key to achieve mission.

### **Second Half – 50 Marks**

#### Developing Brand Equity

Introduction, Definition, Brand Name Awareness, Strategic Awareness, Brand Loyalty, Perceived Quality, Brand Association, Measuring Brand Equity, How to get started.

#### Product Strategy & Strategy Execution

Introduction, Brand Planning, Brand Strategy Statement – How to develop it, Market Penetration Strategy, Product Development Strategy, Market Development Strategy.

#### Market Analysis

Introduction, Ways of gathering information for Market Research, Implication of Market Analysis, Checklist for market analysis. Competitor analysis.

Subject Code: PS -402 – Marketing Planning for Brand  
(Semester IV) Managers.

### **(Full Marks - 100)**

### **First Half – 50 Marks**

#### The fundamentals of Brand Marketing Planning

Why to write a Marketing Plan? What are the elements of planning? Organizational Resources, The brand planning process, Brand Mission Statement, Brand Vision Statement.

#### Forecasting – an essential skill for brand manager

Introduction, General Stages of 3 principles, Time scale for the forecast, Accuracy of the forecast, Comparison of judgmental and statistical forecast, A basis for new product sales forecast.

#### Managing Promotional Budgets

Introduction, What is Promotional Budget, What is Zero Based Budget(ZBB), Do's and Don'ts in fixing promotional budget.

## **Second Half – 50 Marks**

### Launching of a new product

Pre-launch of a new product, Project Evaluation and Review Technique, Tips for launching a new product, Launch of a new product (Post Launch), The specific goals of Feedback.

### Re-launching an existing brand

Introduction, Methodologies, Ways in which Brands can be relaunched, Why relaunches can fail, Practical tips for relaunches, Enhancing doctor/ patient experience, Relaunching – A case study.

### Technical skills for a Brand Manager for New Product Launch

Areas of knowledge required – The disease, Current treatment regimens, Advantages and disadvantages of current regimens, Effects on the patients, Current trends in medical opinion, Economics of treatment.

Subject Code: PS -403 – Communication and Advertisement in  
(Semester V) Pharma Brand Management

## **(Full Marks - 100)**

### **First Half – 50 Marks**

#### Effective Brand Communication and Barriers in Communication

How to build effectiveness in brand communication? The Brand Communication Process, Barriers to Brand Communication, Brand Message

#### Writing copy for brand communication

The structure of Persuasive copy, Featuring Benefits, Fake Benefits, True Benefits, How to extract true benefits, Sell with benefits, support with features. Secret to writing great copy, Headlines that work, The 50/50 rules of Headlines, The 80/20 rules of Headlines.

#### Developing Presentation Skills –

Introduction, What is the role of presentations for a brand manager? The major elements in making an effective business presentation, Things to remember while developing presentation skills, Non-verbal skills in presentations, Planning the presentation.

### **Second Half – 50 Marks**

#### The Principles of Pharmaceutical Advertising –

Introduction to Pharmaceutical Advertisement, Different media in pharmaceutical advertisement, Types of Advertising – Brand Familiarizing, Image Advertising, Advocacy Advertising and Public Service Advertising, Repetition in advertising.

## Building an Advertising Campaign

Introduction, Building a successful campaign, Setting the Advertising Objective, Setting the Advertising Budget, Selecting the right media, Evaluating campaign results.

## Evaluating a campaign – pre and post-testing

Introduction, Pre-testing, Concept testing – Qualitative Interviews, Free association tests, Statement comparison test, Consumer jury, Portfolio Test, Evaluating Advertisement – Post Testing, Aided Recall, Unaided recall, Attitude tests, Inquiry tests, Sales Tests, Pre-testing Vs. Post-testing

## Reference Books –

*Essentials of Pharmaceutical Sales Management – Malhotra, Vivek*  
Cambridge University Press – Published by

*Empowering Pharma Field Sales Manager – Purushottam Chitale*  
Pharma Consultants (Pune) – Published by

*Indian Pharmaceutical Industry: Strategies and Challenges in Formulation Marketing*  
B.V.S Prasad, K. Gowri Shankar  
The ICFAI University Press – Published by

*Pharmaceutical Marketing in India – SubbaRao Chaganti*  
Pharma Books Syndicate – Published by

**Syllabus on**  
**Pharmaceutical Technology Management**  
**as an Specialization Paper.**

Subject Code: PT – 301 – Pharmaceutical Manufacturing Technology  
(Semester III)                   **(Full Marks – 100)**

**First Half - 50 Marks**

Manufacture of Tablets, Capsules, Oral Liquids, Emulsions, Ointments, Aerosols

**Second Half - 50 Marks**

Manufacture of Sterile dosage forms (Parenterals, Ophthalmic preparations)

Manufacture of Active pharmaceutical ingredients

Manufacture of Biologicals and Biotechnological Products

Subject Code: PT – 302 – Pharmaceutical Engineering  
(Semester III)                   **(Full Marks – 100)**

**First Half: 50 Marks**

Design of Pharmaceutical Machineries

(Including GMP and MOC aspects)

Layout design of Pharmaceutical plants

Qualification, Calibration and validation

Preventive and breakdown maintenance

(machines, pumps, boiler, chiller, air compressors, cooling towers, blowers, transformers, buildings etc)

**Second Half: 50 Marks**

Utility systems

Steam, Water system, HVAC system, Electrical system

Subject Code: PT – 401 – Production Plant Management  
(Semester IV)                   **(Full Marks – 100)**

**First Half: 50 Marks**

Production planning and inventory control  
Material management and warehousing  
Budgeting, product costing, over head costing  
ERP systems

**Second Half: 50 Marks**

Environment, Health and Safety Management

Water Pollution, & Control, Design of Effluent Treatment plants, Air pollution and control, Disposal of solid waste

Essentials of Health and Safety Management

Relevant provisions of Factories Act and rules, Prevention of Water, Air Pollution Act and Rules

Subject Code: PT – 402 – Pharmaceutical Quality Assurance  
(Semester IV) **(Full Marks – 100)**

**First Half: 50 Marks**

Quality assurance systems, Difference with quality control, Functions of QA, Organisation structure, Quality Management policy and other QA SOPs (OOS test results handling, Failure Investigation, Product complaint handling, Corrective & preventive action plan) etc.

**Second Half: 50 Marks**

Good Manufacturing Practice  
US cGMP (21 CFR part 210 & 211)  
ICH guidelines  
EU GMP  
WHO GMP  
Schedule M GMP

Subject Code: PT – 403 – Pharmaceutical Regulatory Affairs  
(Semester IV) **(Full Marks – 100)**

**First Half: 50 Marks**

Functions of Regulatory affairs, difference with QA,  
History of US Drug laws, US Food, drug and cosmetic laws, Organisation & Functioning of US FDA,  
Rules on Drug Safety, Export and Import, Labelling in US  
Generic drug approval process in US  
INDA, ANDA filling,  
Para iv filling, CTD format, e-CTD filling,  
Responding to regulatory queries and deficiency letters

**Second Half: 50 Marks**

USFDA inspections, 483s, Warning letters  
Drug Master Files, CTD format  
Annual updating, filling changes (CBE0, CBE-30, Prior approval supplement) SUPAC  
EU guidelines, notifications  
EU Marketing authorization filling procedure  
EU DMF Procedure  
CEP filling procedure  
Mutual Recognition procedure  
EU variation filling (Type I, II etc)  
Australia, Canada, Brazil, Japanese and other procedures  
TGA inspection, Brazilian inspection

**List of Books**

Remingtons Pharmaceutical Sciences  
Theory and practice of Industrial Pharmacy  
ICH guidelines  
21CFR part 210 & 211