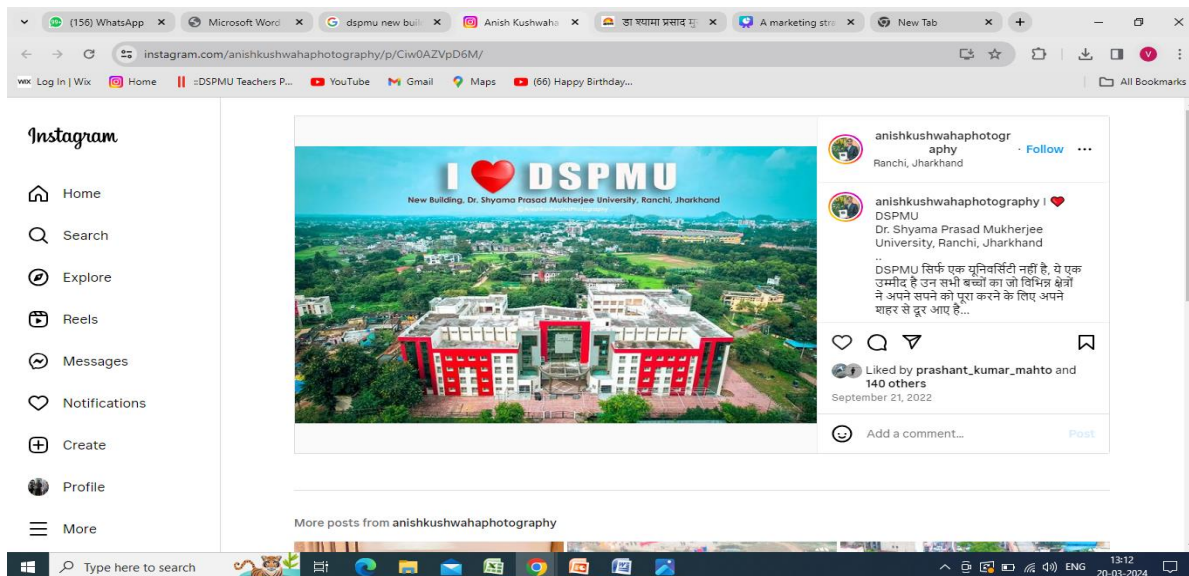




**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

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SCHOOL OF MANAGEMENT STUDIES

**PROPOSED YEAR WISE STRUCTURE & SYLLABUS OF
FOUR YEAR UNDERGRADUATE PROGRAM IN
BACHELOR OF BUSINESS ADMINISTRATION**

UNDER

**NEW EDUCATION POLICY - 2020
SESSION: 2025-29 AND ONWARDS**



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**Member of Board of Studies for NEP 2020 Based Syllabus of Bachelor of Business Administration under
Dr. Shyama Prasad Mukherjee University**

A meeting of board of studies was held at university Department of Management Studies of Dr. Shyama Prasad Mukherjee University on 21.08.2025. All members participated in the syllabus approval meeting. The Draft syllabus for Bachelor in Business Administration as per NEP 2020 Guideline was approved. It will be placed before the academic Council of Dr. Shyama Prasad Mukherjee University.

Chairman

Dr. Ganesh Chandra Baskey

Director

School Of Management Studies
DSPMU, Ranchi

Chairman

Dr. Rajnee Kumari

Co-Ordinator

Bachelor Of Business Administration
School Of Management Studies
DSPMU, Ranchi

Special Invitee

Dr. Shalini Lal

Co-Ordinator

Master Of Business Administration
School Of Management Studies
DSPMU, Ranchi

External Experts

Prof. (Dr.) Ravindra Nath Bhagat

Professor

Department of Management Studies,
BIT Mesra, Ranchi

Dr. Tarun Chakraverty

Associate Professor,

Department of Commerce and Management
Studies,
Marwari College, Ranchi



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Internal Experts

Dr. Rahul Kumar Singh

Assistant Professor

School Of Management Studies
DSPMU, Ranchi

Dr. Rajmani Pandey

Assistant Professor

School Of Management Studies
DSPMU, Ranchi

Dr. Sumit Kumar

Assistant Professor

School Of Management Studies
DSPMU, Ranchi

Dr. Rajni Singh

Assistant Professor

School Of Management Studies
DSPMU, Ranchi

Mrs. Ananya Priya

Assistant Professor

School Of Management Studies
DSPMU, Ranchi

Ms. Surabhi Kachhap

Assistant Professor

School Of Management Studies
DSPMU, Ranchi



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Ms. Riya Bhagat
Assistant Professor
School Of Management Studies
DSPMU, Ranchi

Mr. Rajeev Kumar
Assistant Professor
School Of Management Studies
DSPMU, Ranchi

Mr. J. A. Gourav
Assistant Professor
School Of Management Studies
DSPMU, Ranchi

Mrs. Puja Amrit
Assistant Professor
School Of Management Studies
DSPMU, Ranchi

Dr. Pallavi Kumari Mishra
Assistant Professor
School Of Management Studies
DSPMU, Ranchi



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Students are instructed to refer syllabus of **ALLIED /OPTED** subjects from
DSPMU Website



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HIGHLIGHTS AND REGULATIONS OF FOUR YEAR U.G. PROGRAM IN MANAGEMENT STUDIES

COURSES OF STUDY:

Courses of the study indicate pursuance of study in a particular discipline. Every discipline shall offer four categories of courses of study, viz. Major Paper (MJ) courses, Minor from Discipline 1 (MN1), Skill Enhancement Courses (SECs) and Minor from Discipline 2 (MN2). Besides these four courses, a student will select Ability Enhancement Courses (AECs) and Value-Added Courses (VACs) from the respective pool of courses offered by the University.

Major Paper (MJ): Major Paper is a course of study, which should be pursued by a student as a mandatory requirement of his/ her programme of study. In Bachelor of Business Administration Program, MJs are the core credit courses of Management which will be appropriately graded and arranged across the semesters of study, being undertaken by the student, with multiple exit options as per NEP 2020.

Minor from Discipline 1 (MN1): The Minor from Discipline 1 (MN1) are a pool of credit courses of Management from which a student will choose to study based on his/ her interest.

Minor from Discipline 2 (MN2): Generic Electives is a pool of courses offered by various disciplines of study (excluding the GEs offered by the parent discipline) which is meant to provide multidisciplinary or interdisciplinary education to students. In case a student opts for MNs beyond his/ her discipline specific course(s) of study, such MJs shall be treated as MN2s for that student.

Ability Enhancement course (AEC), Skill Enhancement Course (SEC) and Value Addition Course (VAC): These three courses are a pool of courses offered by all the Departments in groups of odd and even semesters from which a student can choose.

AEC: AEC courses are the courses based upon the content that leads to knowledge enhancement through various areas of study. They are based on Language and Literature, and Environmental Science which are mandatory for all disciplines.

SEC: SECs are skill-based courses in all disciplines and are aimed at providing hands-on training, competencies, proficiency and skills to students. SEC courses may be chosen from a pool of courses designed to provide skill-based instruction.

VAC: VACs are common pool of courses offered by different disciplines and aimed towards personality building, embedding ethical, cultural and constitutional values; promote critical thinking, Indian knowledge systems, scientific temperament, communication skills, creative writing, presentation skills, sports and physical education and team work which will help in all round development of students.

PROGRAMME OVERVIEW/SCHEME OF PROGRAMME



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Undergraduate degree programme of either 3 or 4-year duration, with multiple entries and exit points and re-entry options within this period, with appropriate certifications such as:

A Certificate after completing 1 year (2 Semesters) of study in the chosen field of study.

A Diploma after completing 2 years (4 Semesters) of study in the chosen field of study.

A Bachelor's Degree after completing 3 years (6 Semesters) of study in the chosen field of study.

A bachelor's Degree with Hons. / Research after completing 4 years (8 Semesters) of study in the chosen field of study.



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CURRICULAR COMPONENTS OF THE FOUR-YEAR UNDERGRADUATE PROGRAMME

Common Courses: The course work during the first three semesters of the 4-year undergraduate programme will consist of a set of courses such as language education (two languages – Regional language and English language), understanding India, Environmental Science/Education, Digital and technological solutions, Mathematical and Computational Thinking and Analysis, Health & wellness, Yoga education, and sports and fitness, that are common for all students. The coursework during the first three semesters will also include courses within disciplinary areas such as Natural Sciences, Social Sciences and Humanities; interdisciplinary learning areas, and vocational education courses that are required for a broad and well-rounded learning experience. At the end of the third semester, each student will be required to opt for one disciplinary/interdisciplinary major based on her/his preferences and the required Cumulative Grade Point Average (CGPA). While a student will opt for a major relating to a disciplinary or interdisciplinary area of study pursued during the first three semesters, she/he would also be required to choose two minors relating to a disciplinary or interdisciplinary area of study, including a vocational education programme.

Language education (12 credits): (6-credit-hours courses relating to a Modern Indian Language (MIL) & English language focused on language and communication skills). Students are required to achieve competency in the use of a Modern Indian Language and the English language with special emphasis on language and communication skills. The courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity. They would also enable students to acquaint with the cultural and intellectual heritage of the chosen MIL and English language, as well as to provide reflective understanding of the structure and complexity of the language/literature related to both the MIL and English language. The courses will also emphasize the development and enhancement of skills such as communication, ability to participate/conduct discussion and debate.

Understanding India (3 credit-hours): The course aims at enabling the students to acquire and demonstrate the knowledge and understanding of contemporary India with its historical perspective, the basic framework of the goals and policies of national development, and the constitutional obligations with special emphasis on constitutional values and fundamental rights and duties. The course would also focus on developing an understanding among student teachers of the Indian knowledge systems, Indian education system and the roles and obligations of teachers to the nation in general and to the school/community/society. The course will attempt to deepen knowledge about and understanding of India's freedom struggle and of the values and ideals that it represented, and to develop an appreciation of the contributions made by people of all sections and regions of the country, and help learners understand and cherish the values enshrined in the Indian Constitution and to prepare them for their roles and responsibilities as effective citizens of a democratic society.



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Environmental science/education (3-credit course): The course seeks to equip students with the ability to apply the acquired knowledge, skills, attitudes, and values required to take appropriate actions for mitigating the effects of environmental degradation, climate change and pollution, effective waste management, conservation of biological diversity, management of biological resources, forest and wildlife conservation, and sustainable development and living. The course will also deepen the knowledge and understanding of India's environment in its totality, their interactive processes, and effects on the future quality of people's lives.

Digital and technological solutions (4-credit course): Courses in cutting-edge areas that are fast gaining prominence, such as Artificial Intelligence (AI), 3-D machining, big data analysis, and machine learning with important applications to health, environment, and sustainable living that will be woven into undergraduate education for enhancing the employability of the youth.

Mathematical and Computational Thinking and Analysis (3-credit course): Courses relating to Mathematical and Computational Thinking and Analysis would focus primarily on the mathematical and statistical tools used to support the study of natural and social sciences, including subject areas such as astronomy, biology, chemistry, economics, the environment, geological sciences, physics, and sociology etc. These courses would focus on the methodology used to analyse quantitative information to make decisions, judgments, and predictions, including defining a problem by means of numerical or geometrical representations of real-world phenomena, determining how to solve it, deducing inferences, formulating alternatives, and predicting cause and effect relationships. Students are required to take one or two courses from an approved list that focus on the methodology of quantitative analysis. The goal is to ensure that students achieve a level of proficiency in using and analyzing quantitative information.

Health & wellness, Yoga education, sports and fitness (2 credits): Course components relating to health and wellness seek to promote an optimal state of physical, emotional, intellectual, social, spiritual and environmental wellbeing of a person. Sports and fitness activities will be organised outside the regular institutional working hours. Yoga education would focus on preparing the students physically and mentally for the integration of their physical, mental, and spiritual faculties, and equipping oneself with basic knowledge about one's personality, to maintain self-discipline and self-control, to learn to handle oneself well in all life situations. The focus of sports and fitness components of the courses will be on the improvement of physical fitness including the improvement of various components of physical and skills related fitness like strength, speed, coordination, endurance and flexibility; acquisition of sports skills including motor skills as well as basic movement skills relevant to a particular sport; improvement of tactical abilities; and improvement of mental abilities.



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Introductory courses relating to disciplinary areas of Natural Sciences, Social Sciences, Humanities, Vocational Education, and interdisciplinary studies: All students of the FYUGP are required to complete courses leading to the completion of 24- credits which would provide broad intellectual experience and form part of a liberal arts education. Students are required to complete nine credits in each of the following three areas:

Natural Sciences (9 credit-hours): (Courses chosen from a basket of courses that would include courses relating to Natural Science, for example, Astronomy and Astrophysics, Biology, Biochemistry, Chemistry, Computer Science, Data Science, Earth and Environmental Sciences, Mathematics, Physics, Statistics etc. The courses relating to Natural Sciences will focus on the development of an understanding of the natural world through application of the scientific method characterised by observation, experimentation, and the formulation, testing and establishment of hypotheses about natural phenomena.

Social Sciences (9 credit-hours): Three 3-credit courses chosen from a basket of courses that would include courses relating to Social Sciences, for example, Anthropology, Communication and Media, Economics, History, Linguistics, Political Science, Psychology, Social Work, Sociology, etc. Social Sciences-related courses would focus on the study of the social behavior of individuals, groups, societies, nations, and states. Students will be introduced to the use of qualitative methods, such as ethnography, oral history, and descriptive analysis of archival materials and artifacts. They will also be introduced to the use of quantitative tools to collect and analyze data associated with social phenomena, and formulation of testable hypotheses about social phenomena. They will provide opportunities to students to examine relationships among individuals, as well as relationships between people and their societies.

Humanities (9 credits): Three 3-credit courses chosen from a basket of courses that would include, for example, Archeology, Comparative Literature, Arts & Creative expressions, Creative Writing and Literature, language(s), Philosophy, etc. and interdisciplinary courses relating to humanities. Students will be introduced to analytical approach to solving problems. Humanities-related courses will focus on understanding the human experience through the visual and performing art, literature, language(s), and cultures across India and the world. The arts & creative expressions course will aim at enabling the students to acquire and demonstrate the knowledge and understanding required to engage with activities required to promote the development of skills in creative thinking and expression among school students, promoting aesthetic development of students, and an understanding of expressive works of art relating to different arts disciplines (the drama, dance and music), creative writing, and the visual arts, including photography. Creative expression courses will include hands-on activities that allow students to express their creativity through a wide range of arts, including through playing a musical instrument, composing music, or arranging music and using many different mediums, including ceramics, metalworking, paper and textiles, woodworking, and glass.



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Interdisciplinary courses: Interdisciplinary courses may form part of the basket of courses to be taken during the first three semesters. These may include, for example, courses relating to Cognitive Science, Environmental Science, Gender Studies, Global Environment & Health, International Relations, Political Economy and Development, Sustainable Development, Urban Women's and Gender Studies, etc. Interdisciplinary courses would combine the approaches within two or three of the disciplinary areas such as Natural Science, Social Sciences and Humanities that would help students recognise the differences and similarities between disciplines and identify different ways of organising knowledge. Interdisciplinary courses will equip students with the capabilities to identify connections between areas of knowledge and the method of inquiry. The main thrust of interdisciplinary courses will be to promote critical thinking, team-based intellectual activities, and the analytic skills that characterise different disciplinary areas of study.

Disciplinary/interdisciplinary major (48 credit-hours): The major would provide the option for a student to pursue an in-depth study of a particular subject or discipline. Course requirements of majors offered would be 48 credits. A student needs to declare the major only at the end of the third semester, giving her/him sufficient time to explore various courses and decide on the major. The FYUGP provides opportunities to pursue rigorous specialisation through a chosen major. The disciplinary/interdisciplinary major would provide students the opportunity to acquire in-depth knowledge in one academic or interdisciplinary area of study. The major may be chosen from a basket of courses such as, for example, Astronomy and Astrophysics, Biology, Biochemistry, Chemistry, Computer Science, Data Science, Earth and Environmental Sciences, Mathematics, Physics, Statistics, Anthropology, Communication and Media, Economics, History, Linguistics, Political Science, Psychology, Social Work, Sociology, Archeology, Comparative Literature, Arts & Creative expressions, Creative Writing and Literature, language(s), Philosophy, etc.

Disciplinary/interdisciplinary minors (32 credit-hours): Students will have the option to choose two disciplinary/interdisciplinary minors of 16 credit-hours each, including skills-based courses relating to a chosen vocational education programme. While a student would specialise in a major discipline, or an interdisciplinary area of study, she/he will have opportunity to also broaden her/his knowledge and skills by taking courses in other disciplines or interdisciplinary areas of study. Students who take a sufficient number of courses in a discipline or an interdisciplinary area of study other than the chosen major will qualify for a minor in that discipline or in the chosen interdisciplinary area of study. Students who declare and complete an approved minor will receive a notation on their student transcript but not on their degree. A student needs to declare the minors only at the end of the third semester, giving her/him sufficient time to explore various courses and decide on the minor.

Vocational Studies/Education: Vocational Studies/Education will form an integral part of the undergraduate programme. A total of 16 credits will be allotted to the 'Minor' relating to Vocational Studies/Education.

Field-based learning/project (4 credit-hours): The field-based learning/project will attempt to provide opportunities for students to understand the different socio-economic contexts. It will aim at giving students exposure to development-related issues in rural and urban settings. It will provide opportunities for students to



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observe situation in rural and urban contexts, and to observe and study actual field situations regarding issues related to socio-economic development. Students will be given opportunities to gain a first-hand understanding of the policies, regulations, organizational structures, processes, and programmes that guide the development process. They would have opportunity to gain an understanding of the complex socio-economic problems in the community, and innovative practices required to generate solutions to the identified problems.

Skills-based internship: A key aspect of the FYUGP is induction into actual work situations. Students will be provided with opportunities for internships with local industry, businesses, artists, crafts persons, etc.. so that students may actively engage with the practical side of their learning and, as a by-product, further improve their employability. Students who would exit after the first two semesters will undergo 4-credit skill-based courses and 6-credit work-based learning/internship to enhance their employability. Similarly, students who exit after the first four semesters will undergo 4-credit skill-based courses and 6- credit work-based learning, and students who exit after the first six semesters will also undergo 4-credit skill-based courses and 6- credit work-based learning. All students will undergo research-based internships with faculty and researchers at their own or other HEIs/research institutions during the eighth semester.

Advanced disciplinary/interdisciplinary courses required to support/undertake research, including research methodology courses, and a research project (20 credit-hours): At the beginning of the seventh semester each student will take up a research project along with advanced courses and research methodology courses. The final semester will be devoted exclusively to a research project. The project would be related to a topic in the chosen major disciplinary programme of study or an interdisciplinary topic that has a substantial overlap with the major disciplinary/interdisciplinary programmes of study.

Research-oriented courses & internship, and research project (18 credits): All students pursuing a 4-Year Bachelor's degree with Honours/Research will be required to take up research-oriented advanced courses, research methodology courses and a research project. A total of 18 credits shall be allotted for the research project. The students are expected to complete activities relating to the Research Project involving eight credit hours in the seventh semester. These activities will include writing of project/research proposal, review of related literature or studies and collection of the required data. The remaining ten credits of the research project will be earmarked for research-related activities during the eighth semester. These activities will include completing the writing of the report of the research project. The report of the research report is expected to be submitted to the concerned authority at least one week before commencement of the end-semester examination. All students pursuing the 4-Year Bachelor's degree with Honours/Research will also undergo 4-credit internships with faculty and researchers at their own or other HEIs/research institutions during the eighth semester.

Community engagement and service (4 credits): The curricular component of 'community engagement and service' seeks to expose students to the socio-economic issues in society so that the theoretical learnings can be supplemented by actual life experiences to generate solutions to real-life problems. This component will include participation in activities related to National Service Scheme (NSS), National Cadet Corps (NCC), adult education/literacy initiatives and mentoring school students.



AIMS OF BACHELOR'S DEGREE PROGRAMME IN SCHOOL OF MANAGEMENT
STUDIES

The National Education Policy (NEP) 2020, which was introduced in India, encompasses various aspects of education, including management education. The policy aims to transform the education system in the country and make it more holistic, flexible, and relevant to the needs of the 21st-century learners and society. Here's how the NEP 2020 impacts management education

Interdisciplinary Approach: The NEP 2020 promotes an interdisciplinary approach to education, including management education. It encourages breaking down rigid silos between different disciplines and fosters integration across subjects. This approach allows students pursuing management education to gain a broader perspective and develop a well-rounded understanding of various aspects of business and management.

Flexibility and Choice: The policy emphasizes providing flexibility and choice to students, including those pursuing management education. It encourages institutions to offer diverse management programs and specializations, allowing students to choose courses based on their interests, skills, and career aspirations.

Promotion of Entrepreneurship: NEP 2020 recognizes the importance of promoting entrepreneurship and innovation in the country. It aims to nurture an entrepreneurial mindset among students, including those studying management, by providing them with the necessary support, mentoring, and exposure to entrepreneurship-related activities.

Technology Integration: The policy emphasizes the integration of technology in education, and this includes management education as well. It encourages the use of technology in teaching and learning processes, which can enhance the overall learning experience, facilitate research, and prepare students for the digital economy.

Research and Innovation: NEP 2020 emphasizes the importance of research and innovation in higher education, including management education. It encourages management institutions to focus on research activities, contribute to the development of management knowledge, and address real-world business challenges through research.

Professional Development of Faculty: The policy emphasizes the professional development of faculty members in higher education institutions, including those teaching in management schools. It aims to



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enhance their teaching skills, research capabilities, and industry exposure, ensuring that they provide high-quality education to students.

Industry-Academia Collaboration: NEP 2020 stresses the significance of collaboration between academia and industry. This is particularly relevant for management education, where industry exposure, internships, and practical projects play a crucial role in preparing students for the corporate world.

Emphasis on Skill Development: The policy focuses on developing both cognitive and practical skills among students. In the context of technical education, this means enhancing technical skills, problem-solving abilities, and critical thinking.

Quality Enhancement: The policy focuses on enhancing the quality of education in all domains, including management education. It encourages management institutions to maintain high standards of education and provides support for accreditation and quality assurance mechanisms.



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**Subject Coding and Credit Framework
for all Under Graduate Programme
as per NEP 2020 for
Dr. Shyama Prasad Mukherjee University, Ranchi**



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Semester wise
Paper Code, Paper Name
&
Credit details



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COURSES OF STUDY FOR FOUR YEAR UNDERGRADUATE PROGRAMME

Semester wise Course Code and Credit Points for Single Major

Major Papers of Four (04) credits each

Semester	Paper code	Course Title
Semester 1	BBA/MJ-101T	Management Concepts and Practices
Semester 2	BBA/MJ-201T	Business Organization & Business Management
Semester 3	BBA/MJ-301T	Organizational Behaviour
	BBA/MJ-302T	Introduction to Business Accounting
Semester 4	BBA/MJ-401T	Indian Knowledge System for Management
	BBA/MJ-402T	Business Environment
	BBA/MJ-403T	Business Statistics
Semester 5	BBA/MJ-501T	Financial Management
	BBA/MJ-502T	Marketing Management
	BBA/MJ-503T	Human Resource Management
	BBA/MJ-504T	Legal Aspect of Business
Semester 6	BBA/MJ-601T	Supply Chain Management
	BBA/MJ-602T	Strategic Management
	BBA/MJ-603T	Cost Management
	BBA/MJ-604T	Total Quality Management
Semester 7	BBA/MJ-701T	Managerial Economics
	BBA/MJ-702T	Business Ethics and Corporate Governance
	BBA/MJ-703 A	Banking and Financial Services
	BBA/MJ-703 B	Consumer Behaviour



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	BBA/MJ-703 C	Labour Legislation
	BBA/AMJ-701 A	Direct Tax & GST
	BBA/AMJ-701 B	Brand Management
	BBA/AMJ-701C	Industrial Relations
Semester 8	BBA/MJ-801	E-Business & Commerce
	BBA/MJ-802 A	Security and Portfolio Management
	BBA/MJ-802 B	Sales and Advertisement Management
	BBA/MJ-802 C	Manpower Planning
	BBA-AMJ-801 A	Management of Financial Derivatives
	BBA-AMJ-801 B	Retail Management & Service Marketing
	BBA-AMJ-801 C	Learning and Development
	BBA-AMJ-802 A	International Finance
	BBA-AMJ-802 B	International Business and Trade
	BBA-AMJ-802 C	Compensation & Reward

Associated Core Course Papers of Four (04) credits each

Semester I	ACC 101 T	Introduction To Management
Semester II	ACC 201 T	Organizational Structure and Business Ownership

Elective Course Papers of Four (04) credits each

Semester III	ELC 301 T	Introduction To Finance Management
Semester IV	ELC 401 T	Introduction To Human Resource Management
Semester V	ELC 501 T	Introduction To Marketing Management
Semester VI	ELC 601 T	Mercantile law
Semester VII	ELC 701 T	Recruitment & Selection
Semester VIII	ELC 801 T	Sales Management



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SEC Papers of Three (03) credits each

Semester I	SEC 101 T	Basics of Computer Applications
Semester II	SEC 201 T	Social Media Management
Semester III	SEC 301 T	Entrepreneurship Development

Job Oriented Course Papers of Four (04) credits each

Semester VII	JOC 701 T	Financial Planning and literacy
Semester VIII	JOC 801 T	Logistics Management
Semester VIII	JOC 802 T	Wages and Salary Administration

Abbreviations:

AEC	: Ability Enhancement Courses
SEC	: Skill Enhancement Courses
IAP	: Internship/Apprenticeship/ Project
IKS	: Indian Knowledge System
MDC	: Multidisciplinary Courses
ELC	: Elective Courses
MJ	: Major Disciplinary/Interdisciplinary Courses
AC	: Associated core courses from discipline/ Interdisciplinary/ vocational
MN	: Minor Disciplinary/Interdisciplinary/vocational Courses
AMJ	: Advanced Major Disciplinary/Interdisciplinary Courses
RC	: Research Courses
JOC	: Skill based Job Oriented course



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PROMOTION CRITERIA:

The Requisite Marks obtained by a student in a particular subject will be the criteria for Promotion to the next Semester.

No student will be detained in odd Semesters (I, III, V & VII).

To get promotion from Semester-II to Semester-III a student will be required to pass in at least 75% of Courses in an academic year (a student has to pass in minimum 9 papers out of the total 12 papers. However, it will be necessary to procure pass marks in each of the paper before completion of the course.

To get promotion from Semester-IV to Semester-V (taken together of Semester I, TI, III & IV) a student has to pass in minimum 16 papers out of the total 22 papers.



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SEMESTER-I

MAJOR PAPER

MJ 101 T: MANAGEMENT CONCEPTS AND PRACTICES

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment +75(End Sem) =100

Time – 3 hrs

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Course Outcomes: -

After Completion of the Course, Learners will be able to:

- Demonstrate Understanding of Management Concepts
- Apply Management Theories to Real-World Scenarios
- Communicate Effectively
- Analyze Organizational Behavior
- Evaluate Organizational Structures and Designs
- Develop Leadership and Teamwork Skills
- Strategic Thinking and Planning
- Apply Principles of Diversity and Inclusion

These learning outcomes provide students with a clear understanding of the knowledge, skills, and competencies they are expected to gain from the Principles of Management course.

Course Content

Concept & nature of management: Definition, Nature, Roles of Manager, Management as science, Arts or profession, functions of management, Managerial functions and roles (Henry Mintzberg)

School of management through: Scientific and Process School of thought (Taylor, Fayol, Gullick), Principle of management, Human relation school (Elton mayo, Hawthorne studies), Behavioral and contingency and system approach to management.

Planning and decision making: Meaning, Process, Types, Principles, Limitations, Organizing, Staffing, Directing, Coordinating.



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Authority, Responsibility & Accountability; Delegation of Authority; Unity of command, Centralization (Line and staff); Decentralization, Span of control.

Organization design & structure: Meaning, Process, Principles; Organization structure, determination, Forms- Formal & Informal Organization.

Controlling: Meaning, Steps, Types, Techniques, Significance, Limitations

Suggested Readings:

- "Principles of Management" by Harold Koontz and Heinz Weihrich
- "Management: A Practical Introduction" by Angelo Kinicki and Brian Williams
- "Fundamentals of Management" by Stephen P. Robbins and David A. DeCenzo
- "The Practice of Management" by Peter F. Drucker
- "Principles of Management" by Ricky W. Griffin
- "Management: An Integrated Approach" by Chuck Williams
- "Management: Tasks, Responsibilities, Practices" by Peter F. Drucker
- "Principles of Management" by L.M. Prasad
- "Principles of Management" by P.C. Tripathi and P.N. Reddy
- "Principles of Management" by V.S.P. Rao and H.V. Prabhakara
- "Management: Text and Cases" by R.S. N. Pillai and Bagavathi
- "Management: Concepts and Practices" by S. K. Chakraborty and Sudip Thakor
- "Principles and Practices of Management" by Lallan Prasad and SS Gulshan
- "Management: Text and Indian Cases" by VSP Rao and Tripathi



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SEMESTER-II

MAJOR PAPER

MJ 201T : BUSINESS ORGANIZATION & BUSINESS MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+ 5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the principles, structures, and functions inherent in business organizations while cultivating essential managerial skills and knowledge. Throughout the course, students will delve into the fundamentals of business organization, exploring various forms such as sole proprietorships, partnerships, corporations, and limited liability companies. They will learn about the legal, financial, and operational aspects of these entities, including their formation, governance, and dissolution processes.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

- Understanding Business Structures
- Analysing Business Environments
- Applying Management Principles
- Developing Strategic Thinking
- Understanding Organizational Behaviour
- Managing Human Resources
- Analysing Financial Performance
- Understanding Marketing Principles
- Developing Leadership Skills
- Promoting Ethical Conduct
- Developing Entrepreneurial Mindset
- Working in Teams

These learning outcomes aim to equip students with the knowledge, skills, and attitudes necessary to succeed in the dynamic and competitive business environment, whether as entrepreneurs, managers, or professionals in various business-related roles.

Course Content

Business System- Nature of Business, Evolution of Business & Launching of Business Enterprises



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Personnel Functions- Various method of wage payment, Incentive Methods of wage Payment, Merits & demerits of virus Methods.

Business ownership, Sole Proprietorship, Partnership, Joint stock Company- Characteristics Advantages & disadvantages, various types of companies, Management of Joint Stock Company, Oligarchy in company Management.

Large Scale retailing- Department Store, Multiple Shop, Mail Order Business, Super Bazaar- Characteristics Merits & Demerits, Organization & Management.

The Economic Size-Meaning, Method of measuring size of Business unit optimum Firm-Factors responsible for optimum firm.

Financing New venture-Methods of financing- Equity financing Venture Capital, Debt Financing and Govt. Grants. Functions and objectives of Specialised Financial institutions.

Business Combination – Stock Exchange, Functions- Importance, various transaction, regulation of stock exchange, SEBI.

SUGGESTED READINGS:

"Management: Leading & Collaborating in a Competitive World" by Thomas S. Bateman and Scott A. Snell

"Business Organization and Management" by Y.K. Bhushan and M. K. Goel

"Business Organization and Management" by A. K. Gupta

"Principles of Management" by P.C. Tripathi and P.N. Reddy

"Business Organization and Management" by Tulsian and Pandey

"Business Organization and Management" by S.K. Bhattacharya

"Business Organization and Management" by N. D. R. Chandra

"Business Organization and Management" by G. K. Gupta

"Business Organization and Management" by M. C. Shukla and T. N. Chhabra

"Business Organization and Management" by Shashi K. Gupta and R. C. Gupta

"Principles of Management" by George Robert Terry and Stephen G. Franklin

"Business Organization and Management" by John C. Shaw



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SEMESTER-III

MAJOR PAPER

MJ 301T : ORGANIZATIONAL BEHAVIOUR

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the dynamics of human behavior within organizations. Through this course, students explore various theories, concepts, and frameworks that explain individual, group, and organizational behavior, aiming to equip them with the knowledge and skills necessary for effective management and leadership in organizational settings. Students will delve into topics such as individual differences, perception, motivation, attitudes, and values, gaining insight into how these factors influence behavior and decision-making in the workplace.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

- Understanding Individual Behaviour
- Analysing Group Dynamics
- Developing Interpersonal Skills
- Understanding Organizational Culture
- Exploring Leadership and Influence
- Managing Diversity and Inclusion
- Examining Organizational Structure and Design
- Understanding Organizational Change
- Applying Organizational Behaviour Theories
- Promoting Ethical Behaviour

These learning outcomes aim to equip students with the knowledge, skills, and attitudes necessary to understand and manage human behavior in organizational settings effectively. They prepare students for leadership roles, team management, and organizational development, fostering a deeper understanding of the complexities of organizational behavior and its impact on individual and organizational performance.

Course Content

Introduction of Organization behaviour - Concept, Relationship Between OB & Business Management

Personality: Concept, Determinants & Traits Attitudes: Formation, Measurement

Perception: concept, process, distortion, selectivity & implications.



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Learning: Theoretical process of learning, Principles, Behaviour modification.

Motivation: concept and their application, Theories-Maslow, Herzberg, Theory X & Theory Y

Leadership and its style, Leadership Theories: Trait, Behavioral.

Conflicts: Concept, sources, patterns, Stages of Conflict Management of Conflict

Group and Teams: Difference between Groups and teams, Stages of Group Development, Group cohesiveness, Types of teams, Analysis of interpersonal relationship: Transactional Analysis, Johari window.

Suggested Readings:

"Organizational Behaviour" by Stephen P. Robbins and Timothy A. Judge

"Organizational Behaviour: Improving Performance and Commitment in the Workplace" by Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson

"Organizational Behaviour: Human Behavior at Work" by John W. Newstrom and Keith Davis

"Organizational Behaviour: Science, The Real World, and You" by Debra L. Nelson and James Campbell Quick

"Organizational Behaviour and Management" by Ivancevich, Konopaske, and Matteson

"Exploring Management" by John R. Schermerhorn, Jr., Daniel G. Bachrach, and Lloyd Baird

"An Introduction to Organizational Behaviour" by Stephen P. Robbins and Timothy A. Judge

"Organizational Behaviour: Understanding and Managing Life at Work" by Gary Johns and Alan M. Saks

"Essentials of Organizational Behavior" by Stephen P. Robbins, Timothy A. Judge, and Seema Sanghi

"Organizational Behaviour: A Diagnostic Approach" by Judith R.

"Organizational Behaviour" by P. Subba Rao

"Organizational Behaviour: Text and Cases" by K. Aswathappa

"Organizational Behaviour" by S. S. Khanka

"Organizational Behaviour" by Uday Pareek and Sushama Khanna



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MJ 302T: INTRODUCTION TO BUSINESS ACCOUNTING

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a foundational understanding of the principles, concepts, and practices essential for effective financial management within business contexts. Through this course, students will explore fundamental accounting principles and terminology, gaining insight into the role of accounting in capturing, analyzing, and communicating financial information crucial for decision-making.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

- Understanding Accounting Principles
- Financial Statement Analysis
- Recording Financial Transactions
- Preparation of Basic Financial Reports
- Understanding Cost Concepts
- Budgeting and Forecasting
- Internal Controls and Ethical Considerations
- Analysing Business Performance
- Application of Accounting Software
- Communication and Collaboration

These learning outcomes will equip students with the foundational knowledge, skills, and competencies necessary to understand and apply accounting principles in real-world business contexts. This will prepare students for further study in accounting or related fields and provide a solid foundation for careers in finance, business management, and entrepreneurship.

Course Content

Accounting: Basic of Accounting, Accounting Mechanics-Double Entry System, Classification, Rules for Debit & Credit.

Journal, Ledger and Trial Balance, sub-division of journal, Ledger: meaning, subdivision, mechanics of posting, balancing ledger accounts

Cash book and Subsidiary books of Accounting, Kinds of Cash Book, Purchase day book, sale day book; Bank reconciliation statement

Measurement of income- Adjusting entries- rectification of errors- Adjusted trial balance.



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Depreciation- Meaning, Determinant factors, Method & Significance.

Preparation of financial statements- Trading account, Profit & Loss account, Balance Sheet (with adjustments)

Accounting for Non-profit organization: Accounting Procedures, Receipts & payment accounts, income & expenditure account problems.

Suggested Readings:

"Accounting for Management" by Dr. S. Ramanathan

"Financial Accounting for Management" by Ambrish Gupta and Yogesh Maheshwari

"Financial Accounting: A Managerial Emphasis" by Dr. S. N. Maheshwari and S. K. Maheshwari

"Financial Accounting" by Dr. S. N. Maheshwari and Sharad K. Maheshwari

"Principles of Financial Accounting" by P. C. Tulsian and Bharat Tulsian

Financial Accounting: Tools for Business Decision Making" by Paul D. Kimmel, Jerry J. Weygandt, and Donald E. Kieso

"Accounting Principles" by Jerry J. Weygandt, Paul D. Kimmel, and Donald E. Kieso

"Financial and Managerial Accounting" by Carl S. Warren, James M. Reeve, Jonathan Duchac

"Financial Accounting for MBAs" by Peter D. Easton, John J. Wild, Robert F. Halsey, and Mary Lea McAnally

"Accounting Made Simple: Accounting Explained in 100 Pages or Less" by Mike Piper

"Accounting All-in-One for Dummies" by Kenneth W. Boyd

"Accounting for Non-Accountants" by Wayne Label

"Financial Accounting

"Financial Accounting in an Economic Context" by Jamie Pratt and Michael Peters

"Accounting: Tools for Business Decision Making" by Paul D. Kimmel, Jerry J. Weygandt, and Donald E. Kieso

SEMESTER-IV

MAJOR PAPER

MJ-401T : INDIAN KNOWLEDGE SYSTEM FOR MANAGEMENT

4 Credits]

60 Lectures



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Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objectives:

- 1.To familiarize students with the foundations of Indian Knowledge Systems (IKS) and their application in management and business.
- 2.To understand management principles from Panchtantra and Hitopadesha for practical decision-making and leadership.
- 3.To explore Vedic perspectives on work ethics, leadership, and organizational culture in the Indian tradition.
- 4.To analyze ethical business practices, fair trade, and customer relationships through Indian philosophical texts.
- 5.To study Kautilya’s Arthashastra for insights into governance, finance, and ethical leadership.
- 6.To understand the Upanishadic view of reality and human existence in relation to consumer behavior and motivation.
- 7.To integrate teachings from the Bhagavad Gita on integrity, responsibility, and sustainable business practices.

Course Outcomes:

After successful completion of the course, students will be able to:

1. Apply Indian fables and wisdom traditions (Panchtantra & Hitopadesha) to solve management and leadership challenges.
2. Demonstrate an understanding of Vedic perspectives on work, duty, and leadership for building value-driven organizations.
3. Analyze ethical decision-making and conflict resolution strategies in light of Indian traditions and philosophies.
4. Evaluate governance and financial practices through Kautilya’s Arthashastra and apply them in modern contexts.
5. Interpret consumer motivations and behavior using insights from the Upanishadic view of human existence.
6. Promote organizational culture and values inspired by Indian ethos and ancient practices.
7. Incorporate dharma, fairness, and integrity into trade, customer relations, and overall business practices.



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8. Demonstrate responsibility and ethical leadership by drawing from the teachings of the Bhagavad Gita.

Course Content:

Management Principles (Based on Panchtantra & Hitopadesha)

Vedic Perspectives on Work and Leadership, Ethical Business Practices Organization Culture and Values in Ancient Indian Contexts

Decision Making and Conflict resolution in Indian Tradition

Insights into Governance, Finance & Ethical leadership (Based on Kautilyas Arthsashtra)

Nature of reality and human existence in Upanishads-Understanding Consumer Behaviour and Motivations)

Dharma and Fair Trade Practices, Customer Relationship Management

Bhagwat Gita and importance of integrity and responsibility in business practices

Suggested Reading:

1. Leadership Shastras-Penguin random House india
2. Management Leadership Thoughts through Bhagwat gita/Exotic Indai Art
3. Panchtantra –The Moral for Managers
4. Governance in Ancient india-Anup Chandra Pandey
5. Indian Knowledge Systems-Vol 1&2 –Awadesh Kumar Singh ,Kapil Kapoor
6. Corporate Chankya-By Radha Krishna Pillai

SEMESTER-IV

MAJOR PAPER

MJ-402T : BUSINESS ENVIRONMENT

4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the external factors that influence the operations and strategic decisions of businesses. Through this course, students explore the dynamic



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interactions between organizations and their external environments, including economic, political, social, technological, legal, and ecological dimensions.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to:

- Understanding External Factors
- Analyzing Global Business Trends
- Assessing Industry Dynamics
- Evaluating Business Risks and Opportunities
- Understanding Legal and Regulatory Frameworks
- Analyzing Socio-Cultural Trends
- Appreciating Ethical and Sustainable Business Practices
- Enhancing Strategic Decision-Making
- Developing Cross-Cultural Competence
- Communicating Effectively

These learning outcomes will equip students with the knowledge, skills, and attitudes necessary to navigate and thrive in complex and dynamic business environments, whether in domestic or international contexts.

Course Content

Overview of Business Environment: Business Environment – Meaning – Characteristics – Scope - Macro and Micro Dimensions of Business Environment - Environmental Analysis.

Economic Environment: Economic Environment – Nature of the Economy – Structure of Economy – Economic Policies & Planning the Economic Condition – NITI Ayog – National Development Council – Five Year Plans.

Economic Policies: Economic Reforms and New Economic Policy – New Industrial Policy – Competition Law – Fiscal Policy – Objectives and Limitations – Monetary Policy and RBI

Social, Political and Legal Environment: Concept of Social Responsibility of Business towards Stakeholders - Demonetization, GST and their Impact - Political Stability - Legal Changes.

Global Environment :Globalization – Meaning – Role of WTO – WTO Functions - IBRD– Trade Blocks, BRICS, SAARC, ASEAN in Globalization.

Suggested Readings:

"Business Environment" by Francis Cherunilam



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- "Business Environment and Policy" by K. Aswathappa
- "Business Environment: Text and Cases" by Justin Paul and Rajiv Aserkar
- "Understanding Business Environment" by Aditya Bhattacharjea
- "Business Environment and Entrepreneurship" by Anjali Khanna
- "Business, Government, and Society: A Managerial Perspective" by John F. Steiner and George A. Steiner
- "Indian Business Environment" by Raj Aggarwal and B. H. Ahuja
- "Business Environment: Evolution and Structure" by B. N. Ghosh:
- "Business Environment and Strategic Management" by P. Subba Rao
- "The Business Environment: Themes and Issues" by Paul Wetherly and Dorrton Otter



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SEMESTER-IV

MAJOR PAPER

MJ-403T: BUSINESS STATISTICS

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To equip students with the quantitative skills and analytical mindset necessary to make informed decisions in various business contexts. Through this course, students will develop proficiency in applying statistical methods to analyze and interpret data, enabling them to identify patterns, trends, and relationships that can inform business strategies and decision-making.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

- Statistical Knowledge.
- Data Collection and Analysis.
- Statistical Software Proficiency.
- Problem-Solving Skills.
- Critical Thinking.
- Inferential Statistics Competence.
- Communication of Results.
- Ethical Considerations.
- Application to Business Context.
- Continuous Learning.

These outcomes collectively prepare students to leverage statistical techniques as valuable tools for decision-making and problem-solving in the business environment.

Course Content

Introduction of Business Statistic

What is Statistics, Statistical method, function, Importance, Scope and Limitation of Statistic.

Collection of Presentation of Data, Classification of Data, Two dimensional Diagram, Bar Pie diagram, Graph of Frequency Distribution- Histogram, Frequency Polygon, Ogive.

Measures of Central Tendency:

Arithmetic Mean, Median, Mode, Geometric Mean, Harmonic Mean, Characteristics of good average.
Measure of dispersion, Absolute and Relative measures of dispersion.



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Measures of Variation: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Skewness.

Correlation Analysis: Types of Correlation, Karl Person Coefficient of correlation, Rank correlation coefficient.

Regression Analysis and Time Series.

Index number: Un-weighted Index number, Weighted index number, Chain Index number, CPI, WPI, IIP.

Suggested Readings: -

“Statistics for Business and Economics” by Paul Newbold, William L. Carlson, and Betty Thorne.

"Business Statistics: A Decision-Making Approach" by David F. Groebner, Patrick W. Shannon, and Phillip C. Fry.

"Statistics for Business and Economics" by James T. McClave, P. George Benson, and Terry Sincich.

"Statistics for Managers Using Microsoft Excel" by David M. Levine, David F. Stephan, and Kathryn A. Szabat.

"Statistics for Business and Economics" by Anderson, Sweeney, Williams, Camm, and Cochran.

"Business Analytics: Data Analysis & Decision Making" by Christian S. Albright and Wayne L. Winston.

"Data Analysis for Business, Economics, and Policy" by G.S. Maddala and Kajal Lahiri.

"Practical Statistics for Data Scientists: 50 Essential Concepts" by Peter Bruce and Andrew Bruce.

"Statistics for Business: Decision Making and Analysis" by Robert A. Stine and Dean Foster.

"Business Statistics: Communicating with Numbers" by Sanjiv Jaggia and Alison Kelly.



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[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the external factors that influence the operations and strategic decisions of businesses. Through this course, students explore the dynamic interactions between organizations and their external environments, including economic, political, social, technological, legal, and ecological dimensions.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

- Understanding External Factors
- Analysing Global Business Trends
- Assessing Industry Dynamics
- Evaluating Business Risks and Opportunities
- Understanding Legal and Regulatory Frameworks
- Analysing Socio-Cultural Trends
- Appreciating Ethical and Sustainable Business Practices
- Enhancing Strategic Decision-Making
- Developing Cross-Cultural Competence
- Communicating Effectively

These learning outcomes will equip students with the knowledge, skills, and attitudes necessary to navigate and thrive in complex and dynamic business environments, whether in domestic or international contexts.

Course Content

Financial Management: Meaning, Nature, Scope, Objectives of Financial Management, Financial Goals, Role of Finance Manager.

Working capital & its role, Operating cycle, Factors determining the size of working capital, Estimating working capital requirements.

Capital budgeting: Nature of investment decisions, Investment evaluation criteria, Net Present value, Internal rate of return, Comparison between NPV & IRR.

Cost of Capital: Meaning & Significance of cost of Capital; Cost of borrowed capital, Cost of Preference capital, Cost of equity share capital.

Capital structure: Steps in financial planning, capitalization, Designing of capital structure, Optimum capital structure.



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The concept of Leverages, Degree, Significance and Impact of different leverage on profit.

Dividend Decision

Suggested Readings:

1. "Principles of Corporate Finance" by Richard A. Brealey, Stewart C. Myers, and Franklin Allen.
2. "The Intelligent Investor" by Benjamin Graham.
3. "A Random Walk Down Wall Street" by Burton G. Malkiel.
4. "Common Stocks and Uncommon Profits" by Philip Fisher.
5. "Financial Management: Theory and Practice" by Eugene F. Brigham and Michael C. Ehrhardt.
6. "Security Analysis" by Benjamin Graham and David Dodd.
7. "The Essays of Warren Buffett: Lessons for Corporate America" by Warren E. Buffett and Lawrence A. Cunningham.
8. "Capital in the Twenty-First Century" by Thomas Piketty.
9. "The Little Book That Still Beats the Market" by Joel Greenblatt.
10. "Margin of Safety: Risk-Averse Value Investing Strategies for the Thoughtful Investor" by Seth A. Klarman.

SEMESTER-V

MAJOR PAPER

MJ 502T: MARKETING MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs



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Course Objective: To equip individuals with the knowledge and skills necessary to excel in the dynamic field of marketing. These objectives include understanding foundational marketing principles such as market segmentation, targeting, and positioning, as well as mastering the strategic planning process to develop and implement effective marketing strategies aligned with organizational goals.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

- Understand the fundamental principles and concepts of marketing management.
- Analyze market trends and consumer behavior to develop effective marketing strategies.
- Apply marketing research techniques to gather and interpret data for decision-making.
- Develop integrated marketing plans that align with organizational goals and target audience needs.
- Evaluate the effectiveness of marketing strategies through performance metrics and analytics.
- Demonstrate proficiency in using marketing tools and technologies for campaign execution.
- Cultivate skills in brand management, product development, pricing, distribution, and promotion.
- Communicate effectively and collaborate with cross-functional teams to execute marketing initiatives.
- Critically assess ethical and social responsibility considerations in marketing practices.
- Adapt to changes in the marketing landscape and anticipate future trends to stay competitive..

These learning outcomes aim to equip individuals with a comprehensive skill set for effective marketing management in today's dynamic business environment.

Course Content

Nature & scope of marketing management, the core concept of Marketing. Marketing concept & selling concept.

The Marketing environment- Element of Micro environment & Macro environment.

Market segmentation: Concept of Target Market

Product Management: Product forms, Concept of Product Line & Product- mix.

Concept of Product Life cycle & strategies for managing different stages in the PLC.

Pricing decisions: overview of pricing process.

Marketing Planning- the strategic planning Process, Concepts of SBU, B.C.G. Matrix.

Product Differentiation: - Concept of Positioning & Competitive advantage.



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Physical distribution: channel design, management decisions, channel conflicts.

Introduction to marketing research & Marketing information system, Meaning & Role of Promotion Mix, Direct selling.

Suggested Readings:

1. "Marketing Management" by Philip Kotler and Kevin Lane Keller.
2. "Contemporary Marketing" by Louis E. Boone and David L. Kurtz.
3. "Principles of Marketing" by Philip Kotler and Gary Armstrong.
4. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler.
5. "Marketing Management: Analysis, Planning, Implementation, and Control" by Philip Kotler.



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SEMESTER-V

MAJOR PAPER

MJ-503T: HUMAN RESOURCE MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide a comprehensive understanding of the strategic role HR plays in organizational success. Students will delve into key HR functions such as recruitment, training, performance management, and employee relations. The objective is to equip participants with the knowledge and skills necessary to align HR practices with organizational goals, foster a positive work culture, and navigate the complexities of workforce dynamics. Ultimately, students will emerge with a holistic perspective on managing human capital, contributing to their effectiveness as HR professionals in diverse and evolving workplace environments.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

Understand the role and functions of HRM within organizations.

Demonstrate knowledge of key HRM concepts, theories, and practices.

Analyze and apply HRM strategies to effectively manage human capital.

Develop skills in recruitment, selection, and retention of employees.

Understand and apply principles of employee motivation and engagement.

Demonstrate competency in performance management and appraisal processes.

Understand legal and ethical issues related to HRM, including compliance with labor laws and regulations.

Develop skills in HR planning, workforce development, and succession planning.

Analyze and apply strategies for managing diversity and inclusion in the workplace.

Develop effective communication and interpersonal skills for HR professionals.

These learning outcomes provide a foundation for individuals studying human resource management to navigate the complexities of HR responsibilities and contribute to organizational success.

Course Content

Introduction

Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives.

Designing and Developing HR System

Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion.

Compensation Management



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Introduction, Objectives, Influencing Factors, Different forms of employee compensation for Executives & Non-Executives.

Human Resource Development

Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal.

Quality of Work Life

Introduction and Essentials of Quality of work life, Productivity Concepts in context to HRM - Total Quality Management, Quality Circle.

Behavioural Dimensions of HRM

Understanding Human Behaviour, Identifying employee Needs and their Satisfaction, Case Studies related to Behavioural dimensions of HRM

Suggested Readings: -

"Human Resource Management" by Gary Dessler

"Fundamentals of Human Resource Management" by David A. DeCenzo, Stephen P. Robbins, and Susan L. Verhulst

"Strategic Human Resource Management" by Jeffrey A. Mello

"Human Resource Management: Gaining a Competitive Advantage" by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright

"Human Resource Management: Theory and Practice" by John Bratton and Jeffrey Gold

"Effective Human Resource Management: A Global Analysis" by Edward Lawler and John Boudreau

"Managing Human Resources" by Wayne F. Cascio

"The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals" by Shawn A. Smith and Rebecca A. Mazin



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[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

Course Objective: To encompass a comprehensive understanding of the legal framework governing business operations. This includes an in-depth knowledge of contract law, intellectual property rights, employment regulations, and business torts. To develop the ability to analyze and interpret legal documents, as well as applying legal principles to real-world business scenarios, is crucial.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

- Understanding Legal Frameworks
- Contract Law Proficiency.
- Compliance Awareness
- Intellectual Property Protection
- Employment Law Competence
- Dispute Resolution Skills
- Legal Risk Management
- Corporate Governance Knowledge
- Consumer Protection Understanding
- International Business Law Awareness

By achieving these learning outcomes, students can develop a solid foundation in business law and be better equipped to navigate the legal complexities of the business world.

Course Content

Contract Act. 1872: - Definitions & nature of contracts, offer & acceptance, consideration, capacity of parties, free – consent. Legality of object, void agreements. Contingent contracts. Performance of contracts. Discharge of contract, Remedies for breach of Contract.

Special Contract - Indemnity & Guarantee, Bailment & Pledge Agency.

Negotiable Instruments Act. 1881: Definition & character of Negotiable instruments, - Promissory notes, Bills of Exchange & cheques. Parties to Negotiable instruments, Dishonour of a negotiable instrument.

Sales of Goods Act 1930: Nature of contract of sale, classification of goods; Conditions & Warranties, unpaid Seller and right of unpaid Seller, Remedies for breach of Contract of Sales.



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Indian Partnership Act: 1932- Definition, Partnership Deed, Registration of a Firm, effect of non-registration, Dissolution of a firm.

Companies Act 1956: - A brief introduction of Companies, Types of companies, Articles of Association and Memorandum of Association, Companies Act 2013.

Suggested Readings:

1. "Business Law: Text and Cases" by Kenneth W. Clarkson, Roger LeRoy Miller, and Frank B. Cross.
2. "The Legal Environment of Business: Text and Cases" by Frank B. Cross and Roger LeRoy Miller.
3. "Business Law Today: Comprehensive" by Roger LeRoy Miller and Gaylord A. Jentz.
4. "The Entrepreneur's Guide to Business Law" by Constance E. Bagley.
5. "Legal Guide for Starting & Running a Small Business" by Fred S. Steingold.
6. "Business Law Basics: A Legal Handbook for Online Entrepreneurs and Startup Businesses" by James Hart.
7. "Contracts: Examples & Explanations" by Brian A. Blum.
8. "The Oxford Handbook of Corporate Law and Governance" edited by Jeffrey N. Gordon and Wolf-Georg Ringe.

SEMESTER-VI

MAJOR PAPER

MJ-601T: SUPPLY CHAIN MANAGEMENT



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[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

Course Objective: To equip students with a comprehensive understanding of the key principles and practices involved in the effective management of supply chains. The students will delve into topics such as demand forecasting, inventory management, logistics, and distribution, gaining insights into the intricacies of global supply chain networks.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

Understanding of Supply Chain Components.

Efficient Inventory Management.

Supplier Relationship Management.

Logistics and Distribution.

Risk Management.

Cost Optimization.

Technology Integration.

Sustainability Practices.

Global Supply Chain Management.

Continuous Improvement.

By achieving this learning outcome, students will develop the knowledge and skills needed to design, implement, and manage effective supply chain networks that contribute to the success and competitiveness of organizations in today's dynamic business environment.

Course Content

Unit-1 Introduction to Supply Chain Management

Generic Types of Supply Chain; Various Definitions and Implications; Major Drivers of supply chains; SCM as a profession

Unit-2 Strategic Decisions and Source Management in Supply Chain

Business Strategy in Supply Chain; Core Competencies in Supply Chain; Customer-Relationship Management Strategy and Supplier Relationship Management Strategy; Elements of Strategic Sourcing, A Collaborative Perspective, Development of Partnership.

Unit-3 Inventory and Transport Management in Supply Chain

Types of Inventory Supply/ Demand Uncertainties; Vendor Managed Inventory Systems: Inventory Performance Measures; Transportation Selections.



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Unit-4 Mathematical Modelling and Information Systems in Supply Chains

Trade off; Models for Transportation and Distribution; Third Party Logistics (3PL); IT Solutions for SCM; ERP and SCM; IT and Bull Whip Effect; Considerations in Modelling SCM Systems, Overview of the Models, Structuring the Logistics Chain.

Unit-5 Reverse, Integration; Collaborative and Agile Supply Chains

Types of Reverse Flows, Issues in Management of Reverse Supply Chain, Evolution of Collaborative SCMs, Efficient Consumer Response, Imperatives for Successful Integrative Supply Chains, Sources of Variability and Characteristics of Agile Supply Chain, Achieving Agility in the Supply Chain.

Suggested Readings: -

- "Introduction to Operations and Supply Chain Management" by Cecil B. Bozarth and Robert B. Handfield.
- "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl.
- "The Goal: A Process of Ongoing Improvement" by Eliyahu M. Goldratt and Jeff Cox.
- "Supply Chain Logistics Management" by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper.
- "Operations and Supply Chain Management: The Core" by F. Robert Jacobs and Richard B. Chase.
- "Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies" by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi.
- "Supply Chain Science" by Wallace J. Hopp and Mark L. Spearman.
- "Logistics Management and Strategy: Competing Through the Supply Chain" by Alan Harrison and Remko Van Hoek.
- "The New Science of Retailing: How Analytics Are Transforming the Supply Chain and Improving Performance" by Marshall Fisher and Ananth Raman.
- "Supply Chain Metrics that Matter" by Lora M. Cecere.

SEMESTER-VI

MAJOR PAPER

MJ-602 T: STRATEGIC MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs



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Course Objective: To equip students with a comprehensive understanding of the fundamental principles and practices that guide organizations in achieving sustainable competitive advantage. Throughout the course, students will delve into the strategic planning process, exploring methodologies for analyzing internal and external environments, identifying key stakeholders, and formulating effective strategies.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

Understanding the principles and theories of strategic management.

Analyzing internal and external environments to identify strategic opportunities and threats.

Developing a strategic vision and mission for an organization.

Formulating effective strategies to achieve organizational goals and objectives.

Evaluating and selecting appropriate strategic alternatives.

Implementing and executing chosen strategies effectively.

Monitoring and adapting strategies in response to changes in the business environment.

Understanding the role of leadership and decision-making in strategic management.

Evaluating the performance of strategic initiatives and making necessary adjustments.

Communicating strategic plans and objectives to stakeholders effectively.

By achieving this learning outcome, students will develop the knowledge, skills, and mindset necessary to become effective strategic leaders who can navigate uncertainty, drive innovation, and create sustainable value for their organizations in dynamic and competitive environments.

Course Content

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business,

Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management,

Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation,



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Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control.

Suggested Readings: -

"Exploring Strategy: Text and Cases" by Gerry Johnson, Richard Whittington, Patrick Regnér, Kevan Scholes, and Duncan Angwin.

"Strategic Management: Concepts and Cases" by Fred R. David and Forest R. David.

"Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter.

"Strategy Safari: A Guided Tour Through The Wilds of Strategic Management" by Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel.

"Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant" by W. Chan Kim and Renée Mauborgne.

"The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton M. Christensen.

"Good Strategy Bad Strategy: The Difference and Why It Matters" by Richard P. Rumelt.

"Strategy: A History" by Lawrence Freedman.

"Leading Change" by John P. Kotter.

"The Strategy Process: Concepts, Contexts, Cases" by Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel.

SEMESTER-VI

MAJOR PAPER

MJ-603 T: COST MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the principles, methodologies, and tools essential for effective cost control and optimization within organizational structures. Through a



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combination of theoretical foundations and practical applications, the course strives to equip students with the skills necessary to analyze, allocate, and manage costs in various business environments.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

Understanding the concepts and principles of cost management.

Ability to identify different types of costs (e.g., variable costs, fixed costs, direct costs, indirect costs).

Proficiency in cost estimation techniques and methods.

Knowledge of cost-volume-profit analysis and its applications.

Skills in budgeting and forecasting costs.

Ability to analyze cost behavior and cost structures.

Understanding of cost control and cost reduction techniques.

Proficiency in variance analysis and performance measurement.

Ability to use cost management tools and software effectively.

Applying cost management principles to improve decision-making and organizational performance.

By achieving this learning outcome, students will equip individuals with the knowledge and tools needed to optimize resource allocation, enhance cost efficiency, and contribute to strategic decision-making in both managerial and organizational contexts.

Course Content

Unit-1 Introduction

Cost - Meaning, Objective, Elements of Cost, Classification of Cost for Managerial Decision making, Cost Accounting - Meaning, Objective, Installation of Costing System, Cost center and Cost Unit - Definition & Concept, Objectives and Types, Cost Sheet.

Unit-2 Costing Methods

Job Order Costing - Procedures, Advantages, Limitations, Contract Costing - Cost Plus Contract, Economic Batch Quantity, Batch Costing, Multiple Job Order Cost System, Process Costing - Essentials, Procedures, Process Losses and Wastages, Abnormal Gain, Internal Process Profits.

Unit-3 Inventory Cost Management

Purchase - Purchase Control, Purchase Routine, Purchase Requisition, Purchase Quantity - Economic Order Quantity, Maximum Level, Minimum Level, Ordering or Reordering Level, Danger Level, Stores Control - Perpetual Inventory System, ABC Method. Methods of Pricing - Specific Price Method, First In First Out, Last in First Out, Average Price, Standard Price.

Unit-4 Marginal Costing



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Marginal Cost - Definition and Nature. Marginal Costing - Net Profit Under Marginal Costing, Difference Between Marginal Costing and Absorption Costing.

Unit-5 Budgetary Control

Budget and Budgetary Control System - Meaning & Concept, Objectives, Advantages, Limitations, Types of Budgets

Unit-6 Standard Costing

Standard Cost-Meaning & Concept, Setting of different types of Standards, Standard Costing - Meaning & Concept, Advantages, Disadvantages, Variance Analysis - Material Cost Variance, Labour Cost Variance.

Suggested Readings:-

"Cost Management: A Strategic Emphasis" by Edward J. Blocher, David E. Stout, Gary Cokins, and Kung H. Chen.

"Managerial Accounting for Managers" by Eric W. Noreen, Peter C. Brewer, and Ray H. Garrison.

"Cost Accounting: A Managerial Emphasis" by Charles T. Horngren, Srikant M. Datar, and Madhav V. Rajan.

"Activity-Based Cost Management: An Executive's Guide" by Gary Cokins.

"Cost Accounting: Foundations and Evolutions" by Michael R. Kinney and Cecily A. Raiborn.

"Lean Cost Management: Accounting for Lean by Establishing Flow" by L. Gary and John Y. Lee.

"Cost Management: Strategies for Business Decisions" by Ronald W. Hilton and Michael W. Maher.

"Cost Management: Measuring, Monitoring, and Motivating Performance" by Leslie G. Eldenburg, Susan K. Wolcott, and Chen Zhang.

"Cost Management: Accounting and Control" by Hansen and Mowen.

"Cost Accounting: Creating Value for Management" by Michael Maher, Clyde Stickney, and Roman Weil.



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SEMESTER-VI

MAJOR PAPER

MJ-604 T: TOTAL QUALITY MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To equip students with a comprehensive understanding of the principles, techniques, and strategies necessary for achieving and maintaining high levels of quality throughout all aspects of an organization. Students will delve into the core concepts of TQM, including customer focus, continuous improvement, employee involvement, and process management.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to:

1. Understand the principles and concepts of Total Quality Management (TQM).
2. Develop the ability to identify and analyze key processes within an organization.
3. Demonstrate knowledge of the importance of customer focus in TQM.
4. Learn techniques for continuous improvement and problem-solving.
5. Gain proficiency in statistical process control and quality measurement.
6. Acquire skills in implementing quality management practices in various organizational functions.
7. Recognize the significance of leadership commitment and employee involvement in TQM.
8. Comprehend the role of teamwork and communication in fostering a culture of quality.
9. Understand the connection between TQM and strategic planning.
10. Evaluate the impact of TQM on organizational performance and customer satisfaction.

By achieving this learning outcome, students will develop the knowledge, skills, and capabilities needed to champion quality excellence, drive organizational change, and deliver superior value to customers and stakeholders through Total Quality Management initiatives.

Course Content

Introduction – Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM.

TQM thinkers and Thought – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award.



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TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.

Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation.

Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability.

Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems.

Suggested Readings:-

1. Total Quality Management" by Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield, and Mary Besterfield- Sacre.
2. "Total Quality Management: Key Concepts and Case Studies" by John S. Oakland.
3. "The Memory Jogger II: A Pocket Guide of Tools for Continuous Improvement and Effective Planning" by Michael Brassard and Diane Ritter.
4. "Juran's Quality Handbook: The Complete Guide to Performance Excellence" by Joseph M. Juran, Joseph A. De Feo, and J. M. Juran.
5. "Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations" by Mikel J. Harry and Richard Schroeder.



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SEMESTER-VII

MAJOR PAPER

MJ-701 T: MANAGERIAL ECONOMICS

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To equip students with a comprehensive understanding of the principles, techniques, and strategies necessary for achieving and maintaining high levels of quality throughout all aspects of an organization. Students will delve into the core concepts of TQM, including customer focus, continuous improvement, employee involvement, and process management.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to:

Understanding Economic Fundamentals

Application of Economic Theory

Optimization Techniques

Strategic Decision Making

Cost-Benefit Analysis

Market Analysis and Forecasting

Risk and Uncertainty Management

Regulatory and Policy Analysis

Ethical and Social Considerations

Effective Communication and Presentation

These learning outcomes collectively prepare students to apply economic principles in managerial roles, fostering a holistic understanding of the intersection between economics and business strategy.

Course Content

Unit-1 Introduction

Nature & Scope, Definitions, Importance, Forward Planning, Managerial Decision Making Process - Establishing the Objectives, Defining the Problem, Alternative Courses of Action and its Evaluation, Implementation, Trade-off or Opportunity Costs, Circular Flow of Income, Market Equilibrium.

Unit-2 Demand and Supply

Introduction, Determinants of Demand & Supply, Demand Function, Demand and Supply Curve, Law of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Consumer Equilibrium, Marshallian and Hicksian Approach.



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Unit-3 Cost Concepts

Definition, Classification of Cost for Managerial Decision Making, Behaviour of Cost Economies of scale, Break-Even Analysis.

Unit-4 Production Analysis

Introduction , Production Process & Function - One Variable and Two Variable Inputs, Isoquant and Iso-cost, Optimal Factor Combination.

Unit-5 Market Analysis

Introduction, Markets Types- Perfect Competition, Imperfect Competition, Monopoly and Oligopoly- Price Leadership, Collusive Oligopoly and Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets.

Unit-6 Capital Budgeting & Investment Decisions

Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment. Appraisal.

Unit-7 National Income

Concepts of National Income, Measurement of National Income - Methods and Problems, Price Indexes.

Suggested Readings:-

"Managerial Economics: Applications, Strategies and Tactics" by James R. McGuigan, R. Charles Moyer, and Frederick H. deB. Harris.

"Managerial Economics: Foundations of Business Analysis and Strategy" by Christopher R. Thomas and S. Charles Maurice.

"Managerial Economics: Economic Tools for Today's Decision Makers" by Paul G. Keat and Philip K. Y. Young.

"Managerial Economics in a Global Economy" by Dominick Salvatore.

"Microeconomics for Managers" by David M. Kreps.



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MJ-702T: BUSINESS ETHICS AND CORPORATE GOVERNANCE

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the ethical considerations and governance frameworks essential for responsible business practices. Students will explore the ethical dimensions of decision-making within organizations, examining issues such as integrity, social responsibility, and stakeholder management.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

1. Ethical Decision-Making.
2. Corporate Social Responsibility (CSR)
3. Legal Compliance.
4. Stakeholder Management.
5. Corporate Governance Structures.
6. Ethical Leadership.
7. Risk Management.
8. Whistle blowing and Reporting Mechanisms.
9. Conflict of Interest.
10. Ethical Communication:
11. Global Perspectives..

These learning outcomes collectively prepare students to navigate the ethical challenges within the business environment, emphasizing responsible and sustainable business practices.

Course Content

Introduction, Ethics-meaning & Concept, Conflict between self-interest & Morality, Dilemmas.

Principles & models of ethical issues-Utilitarian view, Rights & duties, Justice; Egalitarian, Capitalist, socialist, Librarian view, Trusteeship theory of Mahatma Gandhi.

Corporate Governance & Business Ethics, Sustainability & reasons for sustainability, Corporate governance & good company.

Corporate Governance & the social responsibility of business, Corporate governance & Environmental responsibility of business.



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Code of Ethics- Meaning & Nature, Conveying code for performance expectations.

Ethical Issues & Dilemmas in the work place.

Employee right & duties.

Organizational misconduct & prejudicial practices.

Ethics & Social responsibility in the marketing strategy.

Ethics in Finance, marketing strategy.

Ethical Implication of technology.

Suggested Readings:

1. "Business Ethics: Concepts and Cases" by Manuel G. Velasquez.
2. "Business Ethics and Corporate Governance" by A.C. Fernando.
3. "Ethics in Business and Corporate Governance" by Kevin Gibson.
4. "Business Ethics: Decision Making for Personal Integrity & Social Responsibility" by Laura P. Hartman and Joseph R. DesJardins.
5. "Corporate Governance: Principles, Policies and Practices" by Bob Tricker.
6. "Business Ethics: A Stakeholder and Issues Management Approach" by Joseph W. Weiss.
7. "The Board Book: Making Your Corporate Board a Strategic Force in Your Company's Success" by Susan Shultz.



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SEMESTER-VII

MAJOR PAPER (Finance)

MJ-703T A: BANKING AND FINANCIAL SERVICES

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the principles, operations, and challenges within the financial industry. Students will delve into the core functions of banks and financial institutions, exploring topics such as financial markets, risk management, regulatory frameworks, and the evolving landscape of digital finance. The course aims to equip students with the knowledge and analytical skills necessary to navigate the complexities of banking and financial services.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding of Financial Institutions.

Knowledge of Banking Operations.

Financial Products and Services.

Regulatory Environment.

Risk Management.

Customer Relationship Management.

Financial Analysis.

Ethical and Professional Conduct.

Technology and Innovation.

Critical Thinking and Problem-Solving.

These learning outcomes collectively prepare students for careers in banking, financial services, risk management, regulatory compliance, and related fields by providing them with a solid foundation in theoretical concepts, practical skills, and industry knowledge.

Indian Financial System: Indian Financial System, Financial Services in Indian Financial Market, Concept of Financial Assets, Different Types of Financial Assets & Their Role in Economic Development. (The Module Deals with Country Specific Financial System)

Financial Market: Organizational Structure, Money Market - Organisation, Different Players, Different Types of Instruments, Capital Market-Organisation, Different Players, Different Types of Instruments.

SEBI As A Regulatory Body: SEBI And Guideline Of SEBI, FERA, FEMA,



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Central Bank: Organisational Structure Of RBI, Role Of RBI, Monetary Policy Of RBI, Credit Control Measures.

Commercial Banking: Functions, Different Types Of Commercial Banking- Unit & Branch Banking, NPA, Capital Adequacy Agreement, BASAL Norms

Non-Banking Financial Services: Introduction Of NBFC, Investment companies, Hire Purchase Companies, Lease Companies, Housing Finance, Merchant Banks, Venture Capital Funds.

International Financial Institutions: International Monetary Fund, Asian Development Bank, World Bank.

Suggested Readings: -

1. "The Principles of Banking" by Moorad Choudhry.
2. "Bank Management and Financial Services" by Peter S. Rose and Sylvia C. Hudgins.
3. "Introduction to Banking" by Barbara Casu, Claudia Girardone, and Philip Molyneux.
4. "Financial Services Marketing" by Christine Ennew and Nigel Waite.
5. "Banking and Financial Services Law: Cases, Materials, and Problems" by Michael P. Malloy.
6. "The New Financial Industry: Understanding Regulations and Compliance" by Eric A. Kreuter.
7. "Banking: A Very Short Introduction" by John O. S. Wilson.



**SCHOOL OF MANAGEMENT STUDIES
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MJ 703T B: CONSUMER BEHAVIOR

[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the psychological, social, and cultural factors that influence consumers' decision-making processes. Through the study of consumer behavior theories and models, students gain insight into how individuals and groups perceive, evaluate, and ultimately choose products and services in the marketplace.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding Consumer Decision-Making.

Market Segmentation Knowledge.

Psychological Insights.

Cultural and Social Impact.

Consumer Research Skills.

Brand Loyalty and Perception.

Decision-Making Models.

Digital Consumer Behavior.

Ethical Considerations.

Application of Consumer Insights.

Critical Thinking.

Effective Communication.

These learning outcomes collectively prepare students to navigate the complex landscape of Consumer Behaviour, providing them with the skills to make informed marketing decisions and contribute effectively to the success of businesses and brands.

Introduction: Concept, Need for the study of consumer behavior (CB).

Individual Factors:

Personality & Consumer behaviour.

Consumer Perception.

Significance of learning & enforcement in CB, Dynamics of brand loyalty.

Significance of attitude as a determinant of CB.

Group Influencers

Types of groups, Consumer relevant groups, Reference group & Consumer conformity.



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Family buying decision making, Influences of social class, 7 Social status of buying behaviour.

Influences of culture on buying behaviour.

Concepts of culture opinion leadership, Profile of Opinion leader.

Model of Consumer decision making (Schiff man & Kanuk), relationship marketing.

Public policy & Consumer protection in India.

Behavior & Marketing Strategy.

Consumer analysis & Marketing Strategy.

Suggested Readings:

"Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon.

"Consumer Behavior: Building Marketing Strategy" by David L. Mothersbaugh and Del I. Hawkins.

"Consumer Behavior: A Strategic Approach" by Henry Assael.

"Consumer Behavior: A Framework" by Jagdish N. Sheth and E. Jerome McCarthy.

"Consumer Behavior: Theory and Practice" by Michael R. Solomon, Gary J. Bamossy, Soren Askegaard, and Margaret K. Hogg.

"Consumer Behavior in Fashion" by Michael R. Solomon and Nancy J. Rabolt.

"Predictably Irrational: The Hidden Forces That Shape Our Decisions" by Dan Ariely.

SEMESTER-VII

MAJOR PAPER (Human Resource)

MJ-703T C: LABOUR LEGISLATION

[4 Credits]

60 Lectures



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Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the legal framework governing the relationship between employers and employees in the workplace. Through the study of labor laws, regulations, and statutes, students will explore the rights, obligations, and protections afforded to both employers and employees. The course aims to familiarize students with various aspects of labor legislation, including employment contracts, wages, working conditions, health and safety standards, discrimination, termination, and collective bargaining.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding of Legal Framework.

Knowledge of Rights and Obligation.

Application of Laws.

Awareness of Discrimination and Equality.

Health and Safety Compliance.

Collective Bargaining and Unionization.

Ethical and Legal Compliance.

Analytical Skills.

Communication Skills.

Problem-Solving Abilities

These learning outcomes collectively prepare students to navigate the complex legal landscape of labor relations and employment practices, fostering a deeper understanding of the rights, obligations, and ethical considerations involved in the employment relationship.

The Factories Act, 1948: Objectives, Scope & Coverage provisions, Safety, Welfare, Working hours of adults, Employment of women.

The Trade Union Act, 1926: Objectives, Scope & Coverage, Meaning of trade union, Membership of unions, Obligation of registered Trade Unions, Rights of registered Trade Unions.

Industrial's Disputes Act: Meaning of Industrial Dispute, Works committee, Grievance settlement, Conciliation, Court of inquiry, Voluntary arbitration, Labour court & tribunals, Strikes and lockouts- definition & provisions.

Payment of Wages Act, 1936: Objectives, Scope & Coverage, Fixation of wage period, Time & mode of payments, Authorized deductions.

The Workman Compensation Act, 1923: Objectives, Scope & Coverage, provisions relation to compensation.



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Suggested Readings:

"Labour Law Rules!" by N.S. Gupta.

"Industrial Relations and Labour Laws" by S.C. Srivastava.

"Labour Laws for Managers" by Simran Kaur.

"Industrial Relations, Trade Unions, and Labour Legislation" by Ratna Sen.

"Labour and Industrial Laws" by P.M. Bakshi.

"Labour and Employment Laws of India" by L.K. Vaswani.

"Labour Laws" by H.L. Kumar.

"Textbook on Industrial Relations, Trade Unions, and Labour Legislation" by C.S. Venkata Ratnam.



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

SEMESTER-VII

ADVANCE MAJOR PAPER (Finance)

AMJ 701T A: DIRECT TAX & GST

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide participants with a comprehensive understanding of the principles, regulations, and practices governing direct taxation and Goods and Services Tax (GST) in the context of contemporary fiscal frameworks. The course also aims to equip participants with practical skills for efficient tax management, fostering an appreciation for the broader economic implications of tax policies. Through a combination of theoretical knowledge and practical case studies, participants will be prepared to navigate the complexities of direct tax and GST, making them adept professionals in the field of taxation.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understand the concept and principles of direct taxation.

Identify different types of direct taxes such as income tax, corporate tax, and wealth tax.

Comprehend the various components of income tax including taxable income, deductions, exemptions, and tax credits.

Analyze the tax implications for different types of income sources such as salary, business income, capital gains, and other investments.5. Understand the concept and principles of Goods and Services Tax (GST).

Identify the types of GST such as Central Goods and Services Tax (CGST), State Goods and Services Tax (SGST), and Integrated Goods and Services Tax (IGST).

Comprehend the GST framework including registration, invoicing, input tax credit, and tax payment mechanisms. Analyze the GST rates and classifications for different goods and services.

Interpret GST laws, rules, and notifications applicable to various sectors and transactions.

Apply GST compliance requirements for businesses including filing returns, maintaining records, and undergoing audits.

These learning outcomes provide a structured framework for acquiring knowledge and skills in Direct Tax and GST.

Course Content

Direct Taxation:

Introduction to Direct Taxes:

Definition and concept of direct taxes

Historical background and evolution of direct taxation in India

Principles of taxation and constitutional provisions related to direct taxes



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Income Tax Act, 1961:

- Overview of the Income Tax Act, its objectives, and scope
- Definitions and concepts: assessment year, previous year, income, person, assessee, etc.
- Residential status and tax incidence

Income from Salaries:

- Concepts of salary, perquisites, allowances, deductions, exemptions, etc.
- Computation of income from salaries and related tax implications

Income from House Property:

- Concept of house property
- Computation of income from house property
- Deductions available under section 24 of the Income Tax Act

Profits and Gains of Business or Profession:

- Definition of business and profession
- Computation of income under the head 'Profits and gains of business or profession'
- Deductions available under section 30 to 43D of the Income Tax Act

Capital Gains:

- Meaning of capital assets, capital gains, and exemptions
- Computation of short-term and long-term capital gains
- Capital gains tax rates and indexation benefits

Income from Other Sources:

- Nature and scope of income from other sources
- Computation of income from other sources
- Taxation of interest, dividend, winnings from lotteries, etc.

Goods and Services Tax (GST):

Introduction to GST:

- Concept and significance of GST
- Historical background and evolution of GST in India
- Objectives and features of GST regime

GST Laws and Structure:

- Overview of GST laws: CGST, SGST, IGST, UTGST
- Taxable events and levy of GST
- Input tax credit mechanism under GST



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GST Registration and Compliance:

- Registration requirements under GST
- GST compliance: Returns filing, payment of tax, invoicing, etc.
- Composition scheme and its implications

GST Rates and Classification:

- Classification of goods and services under GST
- GST rate structure: Nil rate, exempt supplies, standard rate, and special rates

GST Input Tax Credit (ITC):

- Concept and mechanism of input tax credit
- Conditions for availing input tax credit
- Blocked credits and reversal of input tax credit

GST Audit and Assessment:

- GST audit provisions and procedures
- Assessment under GST: Self-assessment, provisional assessment, etc.
- Anti-evasion measures and enforcement actions under GST

GST and E-commerce:

- GST implications for e-commerce operators and suppliers
- Tax collection at source (TCS) and tax deduction at source (TDS) provisions
- Compliance requirements for e-commerce businesses under GST

Suggested Readings:-

1. "Income Tax Act" by Vinod K Singhania.
2. "Direct Taxes Ready Reckoner" by Dr. Vinod K. Singhania.
3. "Direct Tax Laws" by T.N. Manoharan and G. R. Hari.
4. "Direct Taxes Manual" by Ravi Puliani.
5. "Direct Taxes Code Bill: Impact and Implications" by D.P. Mittal.
6. "Guide to Indian Corporate Law and Taxation" by A Ramaiya.
7. "GST: Concept & Road Ahead" by V.S. Datey.
8. "GST - A Practical Guide" by Manohar Gupta.
9. "GST Ready Reckoner" by Pritam Mahure.
10. "GST Act with Rules" by Ravi Puliani.
11. "GST: Law, Practice & Procedures" by Amitabha Mukhopadhyay.
12. "GST Made Simple: A Complete Guide to Goods and Services Tax in India" by S. Venkataramani.



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

AMJ 701T B: BRAND MANAGEMENT

[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

Course Objective: to provide students with a comprehensive understanding of the principles, strategies, and practices involved in building, managing, and sustaining successful brands. Throughout the course, students will delve into the intricacies of brand development, including brand positioning, brand identity, and brand communication. By the end of the course, students will be equipped with the knowledge and skills necessary to develop effective brand management strategies that drive brand growth and ensure long-term success in today's dynamic marketplace.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding Branding Fundamentals.

Brand Strategy.

Brand Identity.

Recognizing the impact of Brand Equity.

Developing effective Brand Communication.

Brand Extensions and Architecture.

Brand Monitoring and Evaluation.

Crisis Management.

Legal and Ethical Considerations.

Global Brand Management.

Digital Branding.

Consumer Behavior and Insights.

These learning outcomes provide a comprehensive overview of the knowledge and skills necessary for successful brand management.

Course Content

Unit-1 Introduction

Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Challenges & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Equity.

Unit-2 Customer Based Brand Equity



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Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model- Meaning, Response & Relationships.

Unit-3 Brand Positioning

Definition of Target Market & Market Segmentation, Defining the Competitive Firm Reference, Establishing the Points of Parity & Points of Difference. Brand Audit Brand Inventory & Brand Exploratory.

Unit-4 Building Brand Equity

Identifying the Criteria and Choosing Brand Elements to Build Brand Equity
Brand Tracking Need for Brand Tracking, Designing Brand Tracking Studies.

Unit-5 Measuring Brand Equity

Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Meas Return on Brand Investment (ROBI)

Unit-6 Brand Extension

Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines

Unit-7 Branding and Marketing Communication

Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building, Managing Brands over time, Reinforcing & Revitalizing Brands.

Suggested Readings:-

"Building Strong Brands" by David A. Aaker.

"Kellogg on Branding in a Hyper-Connected World" by Alice M. Tybout and Tim Calkins.

"Brand Management: Research, Theory and Practice" by Tilde Heding, Charlotte F. Knudtzen, and Mogens Bjerre.

"The 22 Immutable Laws of Branding" by Al Ries and Laura Ries.

"Brand Leadership" by David A. Aaker and Erich Joachimsthaler.

"Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity" by David A. Aaker.

"How Brands Grow: What Marketers Don't Know" by Byron Sharp.

"Brand Sense: Sensory Secrets Behind the Stuff We Buy" by Martin Lindstrom.



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

AMJ 701T C: INDUSTRIAL RELATIONS

[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the complex relationship between employers, employees, and regulatory bodies within the organizational context. By delving into the historical, legal, and socio-economic aspects of industrial relations, the course seeks to equip students with the knowledge and analytical skills necessary to navigate the intricate dynamics of workplace interactions.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understand the historical development and evolution of industrial relations systems globally.

Analyze the roles and functions of various stakeholders in industrial relations, including employers, employees, unions, and government agencies.

Examine the legal framework and regulations governing industrial relations, including labor laws, collective bargaining agreements, and dispute resolution mechanisms.

Evaluate the impact of economic, social, and technological factors on industrial relations practices and outcomes.

Explore different models of industrial relations, such as unitarist, pluralist, and radical perspectives, and their implications for workplace relations.

Assess strategies for managing conflicts and promoting cooperation between employers and employees, including negotiation, mediation, and arbitration.

Investigate contemporary issues and challenges in industrial relations, such as globalization, outsourcing, workplace diversity, and the gig economy.

Develop critical thinking and problem-solving skills to address complex industrial relations issues and dilemmas in real-world contexts.

These learning outcomes provide a comprehensive overview of the knowledge and skills necessary for successful brand management.

Course Content

HR- Meaning, Characteristics, Significance, Objectives & Scope; Conditions for congenial HR.

Trade Unions- Meaning, reason behind workers joining Trade Unions; Functions and role of Trade Unions; Objective behind Trade Unions, Structure of Trade Unions, Problems faced by Trade Unions.

Industrial Conflict- Definition of disputes, strikes & lockouts. Consequences of Industrial conflicts.



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Grievance Handling – Meaning, Definition of Grievance, need. Pre-requisites of grievance handling.

Discipline & Disciplinary action- Need, Meaning, Aspects of disciplinary procedure, Domestic enquiry.

Consultative Machinery – Participative management, Levels of participation, Types of consultative machinery, Reasons for failure.

Suggested Readings: -

"Industrial Relations: Theory and Practice" by Michael Salamon.

"Industrial Relations: A Contemporary Approach" by Michael R. Carrell and Christina Heavrin.

"Industrial Relations and Labour Laws" by S.C. Srivastava.

"Employee Relations: Understanding the Employment Relationship" by Graham Hollinshead and Peter Nicholls.

"Labor Relations: Striking a Balance" by John W. Budd.

"Industrial Relations: Origins and Patterns of National Diversity" by Bruce E. Kaufman.

"The Oxford Handbook of Industrial Relations" edited by John T. Addison, Claus Schnabel, and Joachim Wagner.

"Labor Law: A Basic Guide to the National Labor Relations Act" by Michael Evan Gold.



**SCHOOL OF MANAGEMENT STUDIES
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SEMESTER-VIII

MAJOR PAPER

MJ-801T : E-BUSINESS & COMMERCE

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of electronic business and commerce, focusing on the principles, strategies, and technologies essential for success in the digital marketplace..

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding E-Business Fundamentals.
E-Commerce Infrastructure
E-Commerce Business Models
Online Marketing Strategies
E-Commerce Website Development
E-Commerce Analytics and Measurement
Customer Relationship Management (CRM)
Legal and Ethical Considerations
E-Commerce Entrepreneurship and Innovation
Global E-Commerce:

Course Content

Unit-1 Introduction

E-Business - Origin and Need of E-Commerce, Factors affecting E-Commerce, Business dimension and technological dimension of E-Commerce.

Unit-2

Internet and E-Business

Introduction to internet and its application, Intranet and Extranets. World Wide Web, Internet Applications, Business Applications on Internet, E- Shopping.

Unit-3 Electronic Payment System

Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit-4 Security Issues in E-business



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Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates.

Unit-5 E-Business Applications & Strategies

Emerging Trends in e-Business, e-Governance, Digital Commerce.

Unit-6 E-Commerce and retailing

On-line retail industry dynamics, Management challenges in on-line retailing.

Unit-7 Emerging trends and technologies in E-Business

E-Business and MIS, E-Business and ERP, E-Business and CRM, Benefits of E-Commerce, Drawbacks and limitations of E-Commerce.

Suggested Readings:-

"E-Business and E-Commerce Management: Strategy, Implementation and Practice" by Dave Chaffey and Paul Russell

"Electronic Commerce" by Gary Schneider

"E-Commerce 2018: Business, Technology, Society" by Kenneth C. Laudon and Carol Guercio Traver

"E-Business and E-Commerce Infrastructure: Technologies Supporting the E-Business Initiative" by Abhijit Chaudhury and Jean-Pierre KUILBOER

"The Long Tail: Why the Future of Business Is Selling Less of More" by Chris Anderson

"E-Commerce Essentials" by Kenneth C. Laudon and Carol Guercio Traver

"Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey and Fiona Ellis-Chadwick

"E-Commerce: Concepts, Models, Strategies" by Amarpreet Kohli and Ankit Mehra

"E-Commerce: Business, Technology, Society" by Kenneth C. Laudon and Carol Guercio Traver

"E-Commerce Blueprint: The Step-by-Step Guide to Online Store Success" by Rob Mabry



**SCHOOL OF MANAGEMENT STUDIES
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SEMESTER-VIII

MAJOR PAPER (Finance)

MJ 802T A: SECURITY AND PORTFOLIO MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To understand investment principles, risk assessment, and the management of investment portfolios. Topics will also cover asset allocation, security analysis, and the development of investment strategies to optimize returns while managing risk. Additionally, students will also learn about market trends, financial instruments, and the regulatory environment impacting portfolio management.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding of Security Markets.

Portfolio Management Techniques.

Security Analysis

Risk and Return.

Portfolio Performance Evaluation.

Regulatory Environment.

Ethical Considerations.

Asset Allocation Strategies.

Investment Strategies.

Portfolio Optimization.

These outcomes provide a comprehensive understanding of security and portfolio management, covering both theoretical concepts and practical applications in the investment industry.

Course Content

Securities & Securities market-bonds, Stocks, Convertible securities, Organized security markets over the counter, Market trading arrangements, Efficient market theory, Regulation of securities markets.

Risk & return classification, Systematic & Unsystematic risk measurement, Standard Deviation, Variance, Regression equations, Correlation coefficients, Probability distributions, Statistical methods.

Bond analysis, Bond selection, Common stock analysis, Earning analysis,

Technical analysis, Fundamental analysis, Efficient market theory.

Portfolio management, Diversified portfolios, Investment performance evaluation, Mutual funds.



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Suggested readings:

"Security Analysis" by Benjamin Graham and David Dodd - A classic on fundamental analysis and security valuation.

"A Random Walk Down Wall Street" by Burton Malkiel - Offers insights into portfolio management and the efficient market hypothesis.

"Common Stocks and Uncommon Profits" by Philip Fisher - Focuses on a qualitative approach to investing and evaluating securities.

"The Intelligent Asset Allocator" by William J. Bernstein - Explores asset allocation strategies for optimal portfolio management.

"The Black Swan" by Nassim Nicholas Taleb - Discusses the impact of rare events on financial markets and risk management.

"Margin of Safety" by Seth A. Klarman - Emphasizes the importance of risk management in investment decisions.

"Capital in the Twenty-First Century" by Thomas Piketty - Analyzes wealth and income inequality, providing a broader economic perspective.

"The Little Book That Still Beats the Market" by Joel Greenblatt - Introduces the concept of "magic formula" investing for stock selection.

"Risk-Return Analysis: The Theory and Practice of Rational Investing (Volume One)" by Harry M. Markowitz - Offers a deep dive into modern portfolio theory.

"Market Wizards" by Jack D. Schwager - Features interviews with successful traders, providing valuable insights into various trading strategies.



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

MJ 802T B: SALES AND ADVERTISEMENT MANAGEMENT

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To understand investment principles, risk assessment, and the management of investment portfolios. Topics will also cover asset allocation, security analysis, and the development of investment strategies to optimize returns while managing risk. Additionally, students will also learn about market trends, financial instruments, and the regulatory environment impacting portfolio management.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding Consumer Behaviour
Strategic Planning
Market Analysis
Brand Management
Multichannel Marketing
Sales Techniques
Metrics and Analytics
Ethical and Legal Considerations
Communication and Presentation Skills

Course Content

Sales management: Definition, Objectives, Attributes of a good sales manager, Role of sales manager.

Sales Budget: Meaning, Objectives, Factors, Steps, Importance.

Sales Forecasting: Meaning, Importance, Limitations, Objectives, Differences between personal selling & salesmanship.

Personal Selling: Meaning, importance, limitations, objectives, differences between personal selling & salesmanship.

Recruitment, Selection and Training of salesmen

Remuneration of Salesmen.



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Advertising: 5M's Meaning, Definition, Characteristics, Origin, Objectives, Functions, Distinguished from Publicity, Types, Kinds, Classification of Advertising.

Media of Advertisement, Things considered while selecting a media.

Measurement of advertisement effectiveness.

Suggested Readings:

"Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch

"Selling Today: Partnering to Create Value" by Gerald L. Manning, Michael Ahearne, and Barry L. Reece -

"Sales Management: Analysis and Decision Making" by Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, and Charles H. Schwepker Jr

"The New Strategic Selling: The Unique Sales System Proven Successful by the World's Best Companies" by Robert B. Miller and Stephen E. Heiman

"Integrated Advertising, Promotion, and Marketing Communications" by Kenneth E. Clow and Donald E. Baack

"Salesforce Management: Leadership, Innovation, Technology" by Mark W. Johnston and Greg W. Marshall

"Ogilvy on Advertising" by David Ogilvy - Written by the legendary advertising executive David Ogilvy,

"Building Strong Brands" by David A. Aaker

"The Ultimate Sales Machine: Turbocharge Your Business with Relentless Focus on 12 Key Strategies" by Chet Holmes -

"How Brands Grow: What Marketers Don't Know" by Byron Sharp

SEMESTER-VIII

MAJOR PAPER (Human Resource)

MJ 802 C: MANPOWER PLANNING

[4 Credits]

60 Lectures



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To effectively manage human resources within organizations. Here's a detailed objective for a course on Manpower Planning. Students will have a comprehensive understanding of the principles, processes, and techniques involved in manpower planning, enabling them to contribute strategically to the effective utilization, development, and management of human resources within organizations. They will develop the skills necessary to assess current and future manpower needs, align workforce capabilities with organizational goals, and design strategies for recruitment, selection, training, retention, and succession planning.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding of Manpower Planning Concepts:
Knowledge of Manpower Planning Models and Methods
Ability to Assess Manpower Requirements
Skills in Workforce Analysis
Strategic Alignment
Recruitment and Selection Strategies
Training and Development Programs
Retention and Succession Planning
Forecasting Future Manpower Needs
Evaluation and Continuous Improvement
Ethical and Legal Considerations
Communication and Collaboration

Course Content

Introduction to Manpower Planning- Concept, Significance, Objective, Functions & Benefits.

The Manpower Environment-Sources of change, Technological change, Social change, Economic change, Political change.

Human resource strategy, Human resource planning process.

Determining manpower requirements: Job analysis, Job evaluation, Skill inventory, Manpower audit, Manpower requirement plan.

Human resource Supply & Demand: Forecasting labour demand & supply, Supply planning, Internal & External sourcing.



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Recruitment and selection of employees: Recruitment, process, Selection process, Challenges of hiring process, Meeting the challenges of effective staffing, E-recruitment,

Suggested readings:

"Human Resource Planning: A Pragmatic Approach" by D. Duggal "Manpower Planning and Development" by S. S. Khanka

"Strategic Human Resource Planning" by Monica Belcourt, Kenneth McBey, and Ann-Marie Gilson "Human Resource Management

"Workforce Planning: Tools for Success" by Judith Hale

"Strategic Workforce Planning: Guidance & Back-Up Plans" by Michael Brainard and Travis Smith

"Strategic Staffing: A Comprehensive System for Effective Workforce Planning" by Thomas P. Bechet

"Workforce Asset Management Book of Knowledge" by Lisa Disselkamp

SEMESTER-VIII

ADVANCE MAJOR PAPER (Finance)

AMJ 801 A: MANAGEMENT OF FINANCIAL DERIVATIVES

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

Course Objective: To equip students with a comprehensive understanding of the principles, strategies, and applications of financial derivatives in modern financial markets. Through theoretical study, practical examples, and case analyses, students will delve into the various types of derivatives, including options, futures, swaps, and forwards, exploring their roles, functions, and mechanisms within the global financial system.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

- Understanding Derivative Instruments
- Risk Assessment and Management
- Derivative Pricing Models
- Trading Strategies and Execution
- Regulatory Environment
- Derivatives in Corporate Finance
- Portfolio Management
- Critical Thinking and Analysis
- Communication and Presentation Skills

By achieving these learning outcomes, students will be equipped with the knowledge, skills, and analytical tools necessary to understand, analyze, and manage financial derivatives effectively in today's dynamic financial markets.

Course Content

Unit-1 Introduction

Derivatives - Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk.

Unit-2 Forward Contract

Structure and Features, Forward Spread Agreement, Exchange Rate Agreement, Value of Forward contract, Forward Rates Computation, Forward Contract - Delivery, Cancellation, Extension, Terms and Conditions.

Unit-3 Future Contract

Structure and Features, Specification, Mechanism of trading, Type of trading, Determining gains and losses and Daily Settlement, Stock exchange of Future contracts (CBOT and CME), Principle of Future contract, Regulations of future contract, Difference between Forward and Future contract.



**SCHOOL OF MANAGEMENT STUDIES
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Unit-4 Options

Structure and Features, Option terminology, Market Margin requirement, Taxation of Option Transaction, Principle of Option Pricing, Option Pricing Model - Binomial Model, Black Schole Model, Stock Option, Determining Option Premium, Option Strategies.

Unit-5 Financial Swaps

Financial Swap – Importance, Advantages, Major Types of Swap Structure, Evaluation of Swap Market, Interest Rate Swap, Currency Swap.

Unit-6 Hedging

Hedging of Foreign Exchange Exposure, Hedging with the Money Market, Currency Options, Currency Future, Internal Hedging Strategy.

Unit-7 Regulatory Framework

Regulatory Frame Work, Role of SEBI, SEBI Guide Line for Derivative Trading.

Suggested Readings:-

- "Options, Futures, and Other Derivatives" by John C. Hull
- "Derivatives Markets" by Robert L. McDonald
- "Options as a Strategic Investment" by Lawrence G. McMillan
- "The Complete Guide to Option Pricing Formulas" by Espen Gaarder Haug
- "Derivatives Analytics with Python: Data Analysis, Models, Simulation, Calibration and Hedging" by Yves Hilpisch
- "Financial Derivatives: Pricing, Applications, and Mathematics" by Jamil Baz and George Chacko
- "Derivatives Demystified: A Step-by-Step Guide to Forwards, Futures, Swaps, and Options" by Andrew M. Chisholm
- "Dynamic Hedging: Managing Vanilla and Exotic Options" by Nassim Nicholas Taleb
- "Financial Derivatives: Theory, Concepts, and Problems" by Archana Laxmanrao Kulkarni
- "Derivatives and Risk Management" by Jitendra Mahakud and Preeti Singh
- "Financial Derivatives and Risk Management" by Satish Kumar
- "Financial Derivatives: Problems and Solutions" by Sandeep Shah and Vivek Shah
- "Options Trading Strategies: A Guide for Beginners and Experienced Traders" by Pankaj Gupta

SEMESTER-VIII

ADVANCE MAJOR PAPER (Marketing)

AMJ 801T B: RETAIL MANAGEMENT & SERVICE MARKETING

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

Course Objective: To equip students with a comprehensive understanding of the dynamic and multifaceted world of retail. The primary objective is to provide students with a solid foundation in the principles and practices of retail management, encompassing key concepts such as merchandising, inventory control, customer service, and store operations.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding Retail Environment:
Store Operations and Merchandising:
Customer Service Excellence:
Retail Marketing and Promotion:
Technology in Retail:
Financial Management:
Understanding Services and Customer Behavior in Services
Service Design and Quality
Service Design and Quality
Service Promotion and Communication

These learning outcomes aim to equip students with a comprehensive understanding of retail management and service marketing, providing them with the knowledge and skills necessary for success in these dynamic industries.

Course Content

Retail Management

Introduction, Overview, Understanding retail customer.
Retail Strategy- Market, Financial requirement, Site location & Site evaluation.
Merchandise management- Assortment, Purchasing, Pricing, Promotion mix,
Managing Retail store- Store management, layout, customer services
Careers in Retailing.

Service Marketing

Rise & Growth of service sector.
7P's of Marketing Mix (product, price, place, promotion, people, process & physical evidence).
Marketing of services- Difficulties & challenges.
Marketing of production and services.



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DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

Aligning strategy, services design and standards.
Delivering & performing services; Managing service promises.

Suggested Readings:

- "Retail Management: A Strategic Approach" by Barry Berman and Joel R. Evans
"Retailing Management" by Michael Levy and Barton A. Weitz
"Strategic Retail Management: Text and International Cases" by Joachim Zentes, Dirk Morschett, and Hanna Schramm-Klein
"The New Rules of Retail: Competing in the World's Toughest Marketplace" by Robin Lewis and Michael Dart
"Retail Marketing Management" by David Walters and Peter E. Horsnell
"Services Marketing: Integrating Customer Focus Across the Firm" by Valarie Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler
"Services Marketing: Concepts, Strategies, & Cases" by K. Douglas Hoffman and John E.G. Bateson
"Service Management and Marketing: Managing the Service Profit Logic" by Christian Grönroos
"Services Marketing: People, Technology, Strategy" by Christopher H. Lovelock and Jochen Wirtz
"Managing Services: Using Technology to Create Value" by Paul A. G. van der Marck and Mirella Kleijnen

SEMESTER-VIII

ADVANCE MAJOR PAPER (Human Resource)

AMJ 801 C: LEARNING AND DEVELOPMENT

[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs



**SCHOOL OF MANAGEMENT STUDIES
DR. SHYAMA PRASAD MUKHERJEE UNIVERSITY**

Course Objective: To equip participants with the skills to assess organizational training needs, design tailored learning interventions, and evaluate their impact on individual and organizational performance. Throughout the program, learners will delve into the fundamental principles of adult learning, cognitive development, and effective instructional design.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding Learning Theories:

Designing Effective Learning Programs:

Assessment and Evaluation:

Technology Integration:

Facilitation and Training:

Talent Development Strategies:

Adaptability and Continuous Learning:

Communication Skills:

Ethical Considerations:

Leadership Development:

Measuring Return on Investment (ROI):

Employee Engagement:

These learning outcomes aim to provide a well-rounded set of skills and knowledge for individuals involved in learning and development roles.

Course Content

Unit 1: Introduction to Training and Development- Concepts; Importance; Objectives of training and development; overview of training and development systems; organizing training department; linking training and development to company's strategy.

Unit 2: Needs Assessment and Training Methodologies- Meaning and Purpose of TNA; Methods and Techniques used in TNA; Competency Models; Scope of TNA

Unit 3: Learning and its methods- Principles of Learning; learning process, Bloom's Taxonomy, learning curve, Audiovisual Techniques; Hands- on Methods; On- the – Job Training(OJT); Vestibule Training; Refresher Training; Apprenticeship Training; Simulations; Gamification; Case studies; Business games; Role plays; Massive Open Online Learning (MOOC's);

Unit 4: Designing and Evaluation of Training Programs- Designing Effective Training Programs: Kinds of training and development programs- competence based and role based training; diversity training; Selection and Preparation of trainers; Problems in evaluation; Kirkpatrick Model of Training Effectiveness;



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Unit 5: Introduction to Counselling- Nature and Goals of counselling; Role of Counselling in Organizations; Benefits of counselling; meaning and difference between Coaching, Mentoring and Counselling; Stages of Counselling interview (Ivey's Model)

Suggested Readings:

1. "Design for How People Learn" by Julie Dirksen
2. "The Six Disciplines of Breakthrough Learning: How to Turn Training and Development into Business Results" by Roy V.H. Pollock, Andrew McK. Jefferson, and Calhoun W. Wick
3. "Accelerated Learning for the 21st Century: The Six-Step Plan to Unlock Your Master-Mind" by Colin Rose and Malcolm J. Nicholl
4. "Telling Ain't Training: Updated, Expanded, Enhanced" by Harold D. Stolovitch and Erica J. Keeps
5. "The New Science of Learning: How to Learn in Harmony with Your Brain" by Terry Doyle and Todd D. Zakrajsek
6. "Training and Development For Dummies" by Elaine Biech
7. "Performance Consulting: A Practical Guide for HR and Learning Professionals" by Dana Gaines Robinson and James C. Robinson

SEMESTER-VIII

ADVANCE MAJOR PAPER (Finance)

AMJ 802T A: INTERNATIONAL FINANCE

[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs



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Course Objective: To provide students with a comprehensive understanding of the principles, theories, and practical applications of financial management in a global context. Through this course, students aim to grasp the intricacies of international financial markets, exchange rate mechanisms, and the impact of geopolitical factors on global economic stability. Overall, the goal is to equip students with the knowledge and skills necessary to make informed financial decisions in an increasingly interconnected and dynamic global economy.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Global Economic Understanding.

Foreign Exchange Markets.

Learning about Cross-Border Investments.

Risk Management.

Understanding Financial Instruments

Capital Budgeting and Investment Decisions.

Exploring the role of Global Financial Institutions.

Understanding Trade Finance.

Regulatory Frameworks.

Ethical Considerations

These outcomes collectively equip individuals with the knowledge and skills needed to navigate the complexities of international financial markets and make informed decisions in a global economic context.

Course Content

International Finance: Nature, Scope, Importance of study, an overview of International trade and Finance.

International trade and finance: Modes, Balance of payments, Current account transactions, official reserve account, Pectoral independence, Domestic and foreign exchange market, International currency market.

Exchange rate mechanism: Exchange rate quotation, Exchange rate determination in spot market, Factors influencing exchange rate; Exchange rate theories- Purchasing power parity, interest rate parity, Methods of forecasting foreign exchange rate.

International financing decision: overview of inter financial market, instruments, cost of capital financial structure.

Export-Import, producers and documentations: terms of export import order, letter of credit, Bills of lading, Bills of exchange, RBI's role as exchange control Authority.

Suggested Readings:



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- "International Financial Management" by Cheol S. Eun and Bruce G. Resnick.
"International Finance: Theory and Policy" by Paul R. Krugman and Maurice Obstfeld.
"Globalization and Its Discontents Revisited: Anti-Globalization in the Era of Trump" by Joseph E. Stiglitz.
"Foundations of International Macroeconomics" by Maurice Obstfeld and Kenneth Rogoff.
"International Money and Finance" by Michael Melvin and Stefan C. Norrbin.
"International Financial Management" by Geert J. Bekaert and Robert J. Hodrick.
"International Financial Markets: Prices and Policies" by Richard M. Levich.
"International Economics" by Paul Krugman and Maurice Obstfeld.

SEMESTER-VIII

ADVANCE MAJOR PAPER (Marketing)

AMJ 802T B: INTERNATIONAL BUSINESS AND TRADE

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the complexities and dynamics inherent in the global business environment. The primary objective is to equip participants with the knowledge



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and skills required to navigate the intricacies of international trade, including the analysis of global markets, the impact of cultural diversity on business practices, and the intricacies of international finance.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding Global Markets:

Cultural Awareness

Trade Regulations.

Market Entry Strategies.

Risk Management.

Supply Chain Management.

International Finance.

Global Marketing.

Learning Cross-Cultural Negotiation.

Ethical Considerations:

These outcomes aim to provide a comprehensive understanding of the multifaceted nature of international business and trade, preparing individuals for a dynamic and interconnected global business environment.

Course Content

Concept, Scope & Nature of International marketing, Distinction between International marketing and Domestic marketing.

International institutions: World Bank, IMP, WTO, Free trade zones, Customer union.

Types of Tariffs & Non-Tariff; Barriers to International Trade.

Introduction to International market, Selection & Product policy in International marketing. Pricing strategies for international marketing, Distribution channels.

Export- Import policy of India, Role of export promotion councils.

Concept of Credit & Non credit risk in international trade, Role of ECGC.

Suggested Readings:

"International Business: Competing in the Global Marketplace" by Charles W. L. Hill.

"Global Business Today" by Charles W. L. Hill and G. Tomas M. Hult.

"International Business: Environments and Operations" by John D. Daniels and Lee H. Radebaugh.

"The World Is Flat: A Brief History of the Twenty-First Century" by Thomas L. Friedman.



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"International Trade: Theory and Policy" by Paul Krugman and Maurice Obstfeld.

"Global Marketing Management" by Warren J. Keegan and Mark C. Green.

"The Competitive Advantage of Nations" by Michael E. Porter.

"The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger" by Marc Levinson.

SEMESTER-VIII

ADVANCE MAJOR PAPER (Human Resource)

AMJ 802T C: COMPENSATION & REWARD

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs

Course Objective: To provide students with a comprehensive understanding of the principles, strategies, and practices involved in designing and managing compensation systems within organizations. By the end of the



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course, students will be equipped with the knowledge and skills necessary to critically evaluate compensation structures, develop effective reward programs, and contribute to the strategic management of human resources within organizations.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Understanding Compensation Principles.

Designing Compensation Systems.

Legal and Ethical Considerations.

Performance Management Integration.

Employee Motivation and Retention.

Market Analysis and Benchmarking

Communication and Transparency.

Cost Management.

Global Compensation Considerations.

Adapting to Evolving Trends.

By achieving these learning outcomes, individuals can contribute to creating fair, motivating, and competitive compensation strategies that align with organizational objectives and enhance overall employee satisfaction and performance.

Course Content

Employee remuneration- Component, Wages and Salaries, Incentives, Fringe benefits, Perquisites, Non-Monetary benefits.

Theories of Remuneration- Reinforcement & Expectancy theories, Equity theory, Agency Theory, Principles of wages & salary administration.

Importance of Ideal remuneration system, Influencing factors, Remuneration plan & Business strategy, Devising a remuneration plan, Challenges of remuneration.

Wage policy in India, Current trends in salary administration, Wages-minimum fair & living wage.

International Compensation.

Incentive payments: Meaning Definition, Pre-requisites of an effective incentive system, Types and scope of incentives schemes.



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Executives Remuneration: Components-salary, Commission, Long term incentives, Perquisites; Special feature of executive remuneration, Extent of payments, Relevant issues.

Suggested Readings:

"Compensation" by George T. Milkovich and Jerry M. Newman.

"Total Rewards: A Comprehensive Guide to Compensation and Benefits" by WorldatWork.

"The Art of the Deal: The Best Compensation Strategies for Employees and Employers" by Donald J. Trump and Tony Schwartz.

"Pay: Why People Earn What They Earn and What You Can Do Now to Make More" by Kevin F. Hallock.

"The New Pay: Linking Employee and Organizational Performance" by Edward E. Lawler III.

"Compensation Management in a Knowledge-Based World" by Richard I. Henderson.

"Strategic Compensation: A Human Resource Management Approach" by Joseph J. Martocchio.

"The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design" by Lance A. Berger and Dorothy R. Berger.

SEMESTER-I

SKILL ENHANCEMENT COURSE

SEC 101T : BASICS OF COMPUTER APPLICATIONS

[3 Credits]

45 Lectures

Full Marks – 75



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Course Objective: To provide students with a comprehensive understanding of fundamental computer concepts and practical skills essential for navigating today's digital landscape. Through a structured curriculum, students will explore the basic components of computer systems, including hardware, software, and operating systems. They will gain proficiency in using essential software applications such as word processors, spreadsheets, and presentation software, enabling them to create, edit, and manage digital documents effectively. By the end of the course, students will be equipped with the knowledge and skills necessary to utilize computer applications confidently for personal and professional purposes, enhancing their productivity and digital literacy.

Course Learning Outcomes: -

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

Basic Computer Literacy
Proficiency in Software Applications
Internet Navigation and Communication
Basic Programming Concepts
Information Management
Critical Thinking and Problem-Solving
Effective Communication and Collaboration
Digital Citizenship
Adaptability and Lifelong Learning

By achieving these learning outcomes, students will be equipped with the knowledge, skills, and attitudes necessary to effectively use computer applications for personal, academic, and professional purposes in today's digital world.

Course Content

Unit-1 Introduction to Computers

Hardware - Software - Systems Software, Application Software and Packages. Fundamentals of operating system-windows, Unix/Linux. Introduction to World Wide-Internet operations. Data and Information-meaning & concept.

Unit-2 Programming language and generation

Lower level and high level language and different computer generation

Unit-3 Telecommunication and Networks

Fundamental of Data Communication- Network Concepts and Classification, Telecommunications Media, Network Topologies.

Unit-4 Overview of Computer Applications in Public Services and Business

Office Automation applications - Word Processor (MS -Word), Spreadsheet & Presentation (MS PowerPoint).



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Unit-5 Functional and Enterprise Management Systems

Introduction to Management Information System- Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

Unit-6 Introduction to Programming Concepts & flow charting

Models of computer data processing, flow charting technique-principles of flow charting, symbols used in flow charts, Benefits & limitations of flow chart, examples.

Suggested Readings:-

"Computer Basics Absolute Beginner's Guide, Windows 10 Edition" by Michael Miller

"Computers For Seniors For Dummies" by Nancy C. Muir

"Computers Made Easy: From Dummy To Geek" by James Bernstein

"Computer Basics In Easy Steps" by Jon McFarlane

"The Ultimate Computer Guide for Seniors

"Computers For Beginners" by Chris Weston

"Computing Essentials 2019" by Timothy O'Leary and Linda O'Leary



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SEMESTER-II

SKILL ENHANCEMENT COURSE

SEC 201T: SOCIAL MEDIA MANAGEMENT

[3 Credits]

45 Lectures

Full Marks – 75

Course Objective: To equip students with the knowledge, skills, and strategies necessary to effectively navigate and leverage social media platforms for personal and professional purposes. Throughout the course, students will explore the fundamental principles and best practices of social media marketing and communication.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

- Understanding Social Media Platforms
- Strategic Planning and Implementation
- Content Creation and Curation
- Audience Engagement and Community Management
- Social Media Advertising and Promotion
- Data Analysis and Insights
- Ethical and Legal Considerations
- Adaptability and Continuous Learning

By achieving these learning outcomes, students will be well-prepared to navigate the complexities of social media management, effectively engage with audiences, drive meaningful outcomes for organizations, and contribute to the broader digital ecosystem.

Course Content

Introduction to Social Media Management

- Understanding the role and importance of social media in modern communication.
- Overview of popular social media platforms and their features.
- Trends and developments in social media marketing.

Content Creation and Curation

- Principles of content creation for social media platforms.
- Identifying target audiences and tailoring content to meet their needs.
- Curating relevant and engaging content from various sources.

Social Media Strategy and Planning

- Developing a social media strategy aligned with organizational goals.
- Creating a content calendar and scheduling posts for optimal engagement.
- Incorporating multimedia content, including images, videos, and info graphics.



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Community Building and Engagement

- Strategies for building and nurturing online communities.
- Techniques for increasing audience engagement and interaction.
- Responding to comments, messages, and feedback effectively.

Social Media Advertising and Promotion

- Overview of social media advertising platforms and ad formats.
- Targeting options and audience segmentation for advertising campaigns.
- Budgeting, bidding strategies, and performance tracking for social media ads.
- Social Media Analytics and Measurement

Introduction to social media analytics tools and metrics.

- Interpreting key performance indicators (KPIs) and metrics to assess campaign effectiveness.
- Using data to refine strategies and optimize social media performance.

Ethical Considerations in Social Media Management

- Understanding ethical guidelines and best practices for social media professionals.
- Maintaining transparency and authenticity in social media communications.
- Addressing issues of privacy, data security, and online harassment.

Emerging Trends and Future Directions

- Exploring emerging trends and technologies in social media management.
- Anticipating future developments and adapting strategies accordingly.
- Case studies and guest speakers from industry professionals.

Suggested Readings:-

- "The Art of Social Media: Power Tips for Power Users" by Guy Kawasaki and Peg Fitzpatrick
- "Jab, Jab, Jab, Right Hook: How to Tell Your Story in a Noisy Social World" by Gary Vaynerchuk
- "Social Media Marketing: An Hour a Day" by Dave Evans
- "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger
- "Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization" by Olivier Blanchard
- "Epic Content Marketing
- "Crushing It!: How Great Entrepreneurs Build Their Business and Influence—and How You Can, Too" by Gary Vaynerchuk



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SEMESTER-III

SKILL ENHANCEMENT COURSE

SEC 301T : ENTREPRENEURSHIP DEVELOPMENT

[3 Credits]

45 Lectures

Full Marks – 75

Course Objective: To equip students with the knowledge, skills, and mindset necessary to thrive in entrepreneurial endeavors and contribute meaningfully to economic growth and innovation. Throughout the course, students will delve into the multifaceted landscape of entrepreneurship, exploring its fundamental concepts, principles, and practices. They will develop a comprehensive understanding of the entrepreneurial process, from recognizing opportunities and formulating business ideas to planning, launching, and managing successful ventures.

Course Learning Outcomes:-

After Completion of the Course, Learners will be able to achieve the following learning outcomes:

- Understanding Entrepreneurship
- Identifying Opportunities
- Business Planning and Strategy
- Financial Management
- Marketing and Sales
- Legal and Regulatory Compliance
- Risk Management
- Networking and Relationship Building
- Innovation and Creativity
- Ethical and Social Responsibility
- Entrepreneurial Mindset and Leadership
- Real-world Application and Experiential Learning

By achieving these course objectives, students will be well-prepared to pursue entrepreneurial opportunities, start and grow their own businesses, or contribute effectively to entrepreneurial ventures within existing organizations. Additionally, they will develop critical thinking, problem-solving, and leadership skills that are essential for success in today's dynamic and competitive business environment.

Course Content

Definition & concept of Entrepreneurship, Classification & Type, Nature & Importance of Entrepreneurs. John Kao model of Entrepreneurship ,Entrepreneurship& small business: Entrepreneurship & its environmental problems, Social Entrepreneurship, characteristic and role of Social Entrepreneurship

Choice of business: Size of a business unit, Optimum firm, Representative firm



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Entrepreneurship development – Role of EDI's. NIESBUD, NSIC, and DIC's in promoting entrepreneurs: The entrepreneurial process, Entrepreneurial decision making.

Entrepreneurship ,Creativity & Innovation.: Stimulating Creativity, Organisational actions that enhance / hinder creativity, source of innovation in Business, Innovation and Entrepreneurship in Social context, Start Up

Preparing projects process.

Sources of finance for small business, arrangement of funds, traditional source of financing, Loan syndication, consortium finance, venture capital,

Setting up a small industry – Steps involved sickness in small scale industries.

Suggesting Readings:-

"The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries

"Zero to One: Notes on Startups, or How to Build the Future" by Peter Thiel and Blake Masters

"The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company" by Steve Blank and Bob Dorf

"Disciplined Entrepreneurship: 24 Steps to a Successful Startup" by Bill Aulet

"Entrepreneurship: Successfully Launching New Ventures" by Bruce R. Barringer and R. Duane Ireland

"The Art of the Start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything" by Guy Kawasaki

"Startup Nation: The Story of Israel's Economic Miracle" by Dan Senor and Saul Singer

"The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It" by Michael E. Gerber

"Founders at Work: Stories of Startups' Early Days" by Jessica Livingston

"The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton M. Christensen



**SCHOOL OF MANAGEMENT STUDIES
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JOC 701T: FINANCIAL PLANNING AND LITERACY

[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

Course Objectives

Provide students with essential knowledge of financial concepts for informed decision-making.

Develop skills to manage personal finances effectively, including budgeting, saving, investing, taxation, and retirement planning.

Create awareness about consumer rights, financial frauds, and the role of financial literacy in economic growth.

Enable students to understand financial products, risk management tools, and emerging trends in financial technology.

Learning Outcomes

On completion of this course, students will be able to:

1. Understand the importance of financial literacy and its impact on individuals and society.
2. Apply budgeting techniques and plan personal finances efficiently.
3. Analyze different savings and investment options and evaluate risk-return trade-offs.
4. Understand insurance products, taxation procedures, and retirement planning tools.
5. Identify consumer rights, recognize financial frauds, and adopt safe financial practices.
6. Comprehend contemporary issues such as FinTech, credit scores, behavioral finance, and sustainable investing.

Course Content

Unit I: Introduction to Financial Literacy

Meaning, importance, and scope of financial literacy, Financial decision-making and its impact on individuals & society, Role of financial literacy in economic development, Government initiatives and financial inclusion programs in India

Unit II: Money and Banking Basics

Functions and types of money, Banking system in India: RBI, Commercial banks, Cooperative banks, Opening and operating bank accounts (savings, current, recurring deposit, fixed deposit), Digital banking: UPI, net banking, mobile wallets, debit/credit cards, Understanding bank statements, cheque, and passbook

Unit III: Budgeting and Personal Finance

Household budgeting – income, expenditure, savings, Financial goals – short, medium, and long term, Emergency funds and liquidity planning, Managing credit: loans, EMIs, credit cards, debt traps, Tools for personal budgeting (Excel/Apps)

Unit IV: Savings and Investment



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Saving vs. investment, Investment options: bank deposits, PPF, NPS, mutual funds, stocks, bonds, real estate, gold, Risk-return relationship, Basics of diversification and asset allocation, Inflation and its impact on savings

Unit V: Insurance and Risk Management

Concept of risk and insurance, Types of insurance: life, health, accident, vehicle, property, Understanding insurance documents (policy, premium, nominee, claim process), Importance of insurance in financial planning

Unit VI: Taxation and Retirement Planning

Basics of taxation: income tax slabs, PAN, filing ITR, Tax-saving instruments (80C, 80D, etc.), Importance of retirement planning, Pension schemes, EPF, PPF, NPS, Basics of estate planning – nomination, wills

Unit VII: Consumer Rights and Financial Fraud Awareness

Consumer protection in financial services, Common financial frauds: phishing, Ponzi schemes, cyber frauds, Safe online banking practices, Grievance redressal mechanisms: Ombudsman, SEBI, IRDAI, RBI helplines

Unit VIII: Contemporary Issues in Financial Literacy

Financial technology (FinTech) and digital payments, Credit scores and credit rating agencies (CIBIL, Experian, etc.), Behavioral finance: habits, biases, and decision-making, Sustainable finance and ethical investing

Suggested Readings

1. Bhattacharya, Hrishikesh. Financial Literacy: Concepts and Applications.
2. Sinha, Pradip Kumar. Personal Finance & Financial Literacy.
3. Kapoor, Jack R., Dlabay, Les R., & Hughes, Robert J. Personal Finance. McGraw-Hill.
4. Pandey, I.M. Financial Management. Vikas Publishing.
5. Chandra, Prasanna. Investment Analysis and Portfolio Management. McGraw-Hill.
6. Government of India. RBI, SEBI, IRDAI & Ministry of Finance official reports and guidelines.
7. Articles and reports from NISM, NSE, RBI, and World Bank on financial literacy.



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[4 Credits]

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

60 Lectures

Time – 3 hrs

COURSE OBJECTIVES:

To develop competencies and knowledge of students to become logistics professionals. To orient students in the field of Logistics and to help Students to understand Fundamentals of Logistics.

COURSE OUTCOMES:

Upon completing this course, participants will be able to:

1. Understand Logistics and Supply Chain Management. Define logistics and supply chain management, and explain their importance in business operations.
2. Analyze logistics systems, including transportation, warehousing, inventory management, and distribution.
3. Design and implement effective logistics strategies to improve efficiency, reduce costs, and enhance customer satisfaction.
4. Manage logistics operations, including transportation, warehousing, and inventory management.
5. Apply logistics technology, including transportation management systems, warehouse management systems, and global positioning systems.
6. Identify and mitigate logistics risks, including supply chain disruptions, inventory management, and transportation risks.
7. Measure and improve logistics performance, including metrics such as on-time delivery, inventory turnover, and transportation costs.
8. Understand global logistics, including international trade regulations, customs clearance, and global supply chain management.

Course Content

Introduction to Logistics:

History of Logistics Need for logistics-Cost and Productivity, cost saving & Productivity improvement. Logistics Cost, reduction in logistics cost, benefits of efficient Logistics, Principles of Logistics, Technology & Logistics -Informatics, Logistics optimization. Listing of Sub-sectors of Logistics

Logistics and Customer Service

Definition of Customer Service Elements of Customer Service-Phases in Customer Service- Customer Retention -Procurement and Outsourcing -Definition of Procurement/Outsourcing - Benefits of Logistics Outsourcing -Critical Issues in Logistics Outsourcing

Global Logistics

Global Supply Chain -Organizing for Global Logistics-Strategic Issues in Global Logistics -Forces driving Globalization -Modes of Transportation in Global Logistics Barriers to Global Logistics -Markets and



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Competition -Financial Issues in Logistics Performance -Integrated Logistics -Need for Integration - Activity Centres in Integrated Logistics. Role of 3PL&4PL.

Warehouse and Transportation

Warehouse-Meaning, Types of Warehouses Benefits of Warehousing - Transportation-Meaning; Types of Transportations, efficient transportation system and Benefits of efficient transportation systems - Courier/Express -Courier/Express-Meaning, Categorization of Shipments, Courier Guidelines, Pricing in Courier -Express Sector for international and domestic shipping - E- Commerce -Meaning, Brief on Fulfilment Centres, Reverse logistics in e-commerce sector, Marketing in e-commerce and future trends in e-commerce.

Export-Import Bank

Brief of EXIM/FF& CC, Multi-modal transportation, brief on customs clearance, bulk load handling and brief on trans-shipment – Supply Chain – Cold Chain – Liquid Logistics – Rail Logistics.

Suggested Reading:

Course material reference from LSC

Fundamentals of Logistics Management (The Irwin/McGraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M.Ellram, McGraw-hill/ Irwin, First Edition,1998.

Vinod V.Sople (2009) Logistic Management(2ndEdn.) Pearson Limited.

SEMESTER-VIII

JOB ORIENTED COURSE PAPER

JOC 802T: WAGE AND SALARY ADMINISTRATION

[4 Credits]

60 Lectures

Full Marks – Internal Assessment 25 (20 Mid Sem+5 Assignment) +75(End Sem) =100

Time – 3 hrs



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COURSE OBJECTIVE:

The primary course objective of wage and salary administration is to equip students with the knowledge and skills to design, implement, and manage effective compensation systems within organizations. This includes understanding how to balance internal equity with external competitiveness, ensure compliance with labor laws, and motivate employees to enhance performance and productivity.

COURSE LEARNING OUTCOMES:

Upon completing this course, learners will be able to:

1. Design and Implement a Fair and Equitable Wage Structure.
2. Conduct Job Evaluations and apply job evaluation methods to determine the relative worth of jobs and create a job hierarchy.
3. Use market survey data to determine competitive pay rates and make informed compensation decisions.
4. Develop a Comprehensive Compensation Policy and create a compensation policy that aligns with organizational goals and objectives.
5. Use statistical techniques to analyze compensation data and make data-driven decisions.
6. Manage Compensation-Related issues, such as pay inequity, compression, and inversion.
7. Communicate Compensation Decisions effectively.
8. Ensure compliance with relevant laws and regulations related to compensation.
9. Understand the principles of wage and salary administration
10. Develop analytical skills to analyze compensation data.

These learning outcomes aim to equip students with the knowledge, skills, and attitudes necessary to succeed in the dynamic and competitive business environment, whether as entrepreneurs, managers, or professionals in various business-related roles.

Course Content

Introduction of Wages and Salary Management: Concept, Objectives Need, Characteristics and challenges of wages and salary management, General concept of wages and salary -Definition, Meaning and characteristics of wages and salary. Difference between wages and salary.

Facts of Wages: Wages structure, type of wage, theories of wage, fixation and payment of wage, payment of overtime.

Salary Structure: Meaning and description of basic pay, Dearness allowance, House Rent Allowance and Other Allowances. Salary fixation- Principles, increment of Salary and Bonus.

Incentive plans - Individual and group incentive plans, Profit Sharing Scheme, Employee stock ownership plan and Fringe benefits.

Retirement benefits - Description of Provident fund, Gratuity, and pension.

Job Evaluation and Record Keeping: Concept, Need and Techniques of Job evaluation, Labour Transfer - Causes and impact. Record Keeping of Wages and Salary- e-record keeping of payment, Tax deduction, wage roll and payroll, pay slips and payroll reports.



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Regulation of Wages and Salary Administration in India: Brief description of Labour Act, Wage Board and Pay Commission. Implementation of minimum wage act in India. Relation between trade unions and industries in the light of wage revision and labour welfare.

Suggested Reading:

1. Wage and Salary Administration, V.V. Giri, Himalaya Publishers, 2003
2. Wage And Salary Administration In India, Alka Gupta, Anmol Publishers, 2000
3. Compensation Management, Dr. Kanchan Bhatia. Himalaya publishers.
4. Compensation Management, Dipak kumar Bhattacharya.
5. Industrial Labour Laws, S.P.Jain