

MAULANA ABUL KALAM AZAD UNIVERSITY OF TECHNOLOGY
(Formerly West Bengal University of Technology)
Syllabus of MBA
(Effective from 2023-2024 Admission Session)

CURRICULUM STRUCTURE for MBA
(proposed from 2023-24)

Core Courses (Six / Semester)

Semester – I (Total Credits:4*6=24)

MB – 101	Economics for Managers
MB – 102	Organizational Behavior (Individual, Group, and organization)
MB – 103	Business Laws, Ethics and Governance
MB – 104	Accounting for Managers
MB – 105	Research Methodology & Business Statistics
MB – 106	Entrepreneurship and Digital Transformation

Semester – II (Total Credits:4*6=24)

MB-201	Operations Research
MB-202	Financial Management
MB-203	Marketing Management
MB-204	Operations and Project Management
MB-205	Management Information System
MB-206	Human Resource Management

Semester - III

1 Core Papers SIP Viva Voce (6 credit & Comprehensive Viva (4 credit under non credit category) sessional course, but student has to pass the subject to get the degree - (methodology to be defined)

**Elective Papers: Four from any one Functional Area (Major basket) and
Two fixed minor papers from other functional area (Minor basket)**

FM/ MM/HR/OM/BA/ MIS/ HCM– 301 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 302 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 303 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 304 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 305 (Minor)
FM/ MM/HR/OM/BA/ MIS/ HCM – 306 (Minor)

Semester - IV

1. Comprehensive viva

**Elective Papers: Four from any one Functional Area (Major basket) and
Two fixed minor papers from other functional area (Minor basket)**

FM/ MM/HR/OM/BA/ MIS/ HCM– 401 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 402 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 403 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 404 (Major)
FM/ MM/HR/OM/BA/ MIS/ HCM – 405 (Minor)
FM/ MM/HR/OM/BA/ MIS/ HCM – 406 (Minor)

****The Major and Minor Functional areas will be same in the 4th Sem as chosen in the 3rd Semester.**

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Elective Papers for Third Semester

Functional Specialization (3rd Semester) – Major

MARKETING		OPERATIONS	
MM 301	Marketing Research	OM 301	Operations Strategy
MM 302	Marketing Analytics	OM 302	Supply Chain and Logistics Management
MM 303	Integrated Marketing Communication	OM 303	Quality Toolkit for Managers
MM 304	Consumer Behaviour	OM 304	Sourcing, Pricing and Revenue Management
FINANCE		HUMAN RESOURCE	
FM 301	Security Analysis and Portfolio Management	HR 301	Learning & Development
FM 302	Financial Modelling and Fintech	HR 302	Manpower Planning, Recruitment, and Selection
FM 303	Financial Market and Services	HR 303	HR Analytics and Applications
FM 304	Taxation	HR 304	Change and Cross-Cultural Management
MIS		BUSINESS ANALYTICS	
MIS 301	Relational Database Management System	BA 301	Modelling Techniques
MIS 302	Business Decisions using Advanced Excel	BA 302	Data Science using R
MIS 303	Computer Network and Cyber Security	BA 303	Application of Analytics in Business
MIS 304	System Development and Project Management	BA 304	Data Visualization for Managers

Functional Specialization (3rd Semester) – Minor

MARKETING		OPERATIONS	
MM 305	Integrated Marketing Communication	OM 305	Supply Chain and Logistics Management
MM 306	Consumer Behaviour	OM 306	Quality Toolkit for Managers
FINANCE		HUMAN RESOURCE	
FM 305	Financial Market and Services	HR 304	Learning & Development
FM 306	Taxation	HR 305	Manpower Planning, Recruitment, and Selection
MIS		BUSINESS ANALYTICS	
MIS 305	Relational Database Management System	BA 305	Modelling Techniques
MIS 306	Business Decisions using Advanced Excel	BA 306	Data Science using R

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Elective Papers for Forth Semester

Functional Specialization (4th Semester) - Major

MARKETING		OPERATIONS	
MM 401	Product and Brand Management	OM 401	Operations Research Applications
MM 402	Retail Management	OM 402	Supply Chain Analytics
MM 403	Sales & Distribution Management	OM 403	Sales and Operations Planning
MM 404	Service Marketing	OM 404	Management of Manufacturing System
FINANCE		HUMAN RESOURCE	
FM 401	Derivatives and Risk Management	HR 401	Strategic HRM
FM 402	Corporate Valuation	HR 402	Performance and Compensation Management
FM 403	Managing Bank and Financial Institutions	HR 403	Employee Relations & Labour Laws
FM 404	Personal Financial Planning	HR 404	Managing Diversity, Equity Inclusion (DEI) and Counselling
MIS		BUSINESS ANALYTICS	
MIS 401	Business Intelligence and Big Data	BA 401	Data Analytics using Python
MIS 402	Strategic Management for IT	BA 402	Statistics for Business Analytics
MIS 403	E-commerce and Digital Markets	BA 403	Big Data Technology
MIS 404	Managing Digital and Social Media Platforms	BA 404	Data Mining

Functional Specialization (4th Semester) - Minor

MARKETING		OPERATIONS	
MM 405	Sales & Distribution Management	OM 405	Sales and Operations Planning
MM 406	Service Marketing	OM 406	Management of Manufacturing System
FINANCE		HUMAN RESOURCE	
FM 405	Managing Bank and Financial Institutions	HR 405	Strategic HRM
FM 406	Personal Financial Planning	HR 406	Performance and Compensation Management
MIS		BUSINESS ANALYTICS	
MIS 405	Strategic Management for IT	BA 405	Data Analytics using Python
MIS 406	E-commerce and Digital Markets	BA 406	Statistics for Business Analytics

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FIRST SEMESTER

MB – 101	Economics for Managers
MB – 102	Organizational Behavior (Individual, Group, and organization)
MB – 103	Business Laws, Ethics and Governance
MB – 104	Accounting for Managers
MB – 105	Research Methodology & Business Statistics
MB – 106	Entrepreneurship and Digital Transformation

Detailed Syllabus

MB – 101 Economics for Managers

Module 1 – Micro Economics

1. Consumers, Producers, and Market structures –Economic way of thinking, Ten principles of economics, Laws of supply and demand, market equilibrium, Income and price elasticity, Elasticity of demand, Indifference curves, substitutes, and complements, Firm as a producer, Production function (Cobb-Douglas), Returns to scale, Theory of cost, Fixed and variable cost, Opportunity cost, Profit maximization and cost minimization, market structures (perfect competition, oligopoly, monopoly, monopolistic competition)[14 L]

2. Theory of Price - Price and output decisions in different market structures – Monopoly, Monopolistic Competition, Oligopoly – cartel, price leadership, Market Failure, Game theory & Asymmetric information, NASH equilibrium, Bargaining, and auctions, Veblen goods, Emergence of the leisure class, Conspicuous consumption.[6L]

Module 2 – Macroeconomics and Public Policy

1. National Income Accounting –methods of measuring GDP/GNP, Growth theory – Endogenous growth and growth traps, Theory of Income Determination, Concepts of a multiplier, aggregating supply and demand, Introducing the government and public policy, Paradox of Thrift, Crowding out effect, Savings and Investments, Inflation and unemployment, Measures of inflation (WPI and CPI), Philips Curve, fiscal and monetary policy, Externalities and Public goods, Introduction to the money market, foreign trade, Balance of payments, Tariff and non-tariff barriers. [14L]

2. Indian Economy – From 1947 to 1991, Charting the path from a developing economy to a developed economy, Role of natural resources, infrastructure, and population growth in economic development, Trends in National income growth, per capita income, services-led growth, Poverty and its calculation, Indian agriculture, Niti Aayog, Banking and capital market structures, Role of public sector, India's foreign trade, Current and capital account convertibility.[6L]

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Suggested Readings:

1. Managerial Economics - Suma Damodaran, (OUP)
2. Macroeconomics – Dornbusch, Fischer & Startz (PHI)
3. Indian Economy: Datt & Sundharam
4. Lipsey & Chrystal – Economics – Oxford University Press,
5. Principles of Microeconomics, Gregory N. Mankiw

MB – 102 Organizational Behavior (Individual, Group and organization)

Module I – Individual in Organization

1. OB – Overview – Management functions and Manager's role, Interdisciplinary character of OB, Developing an OB model to handle challenges of Industry, Understanding individual-level, Group-level, and Organization-level variables. (2L)
2. Personality, Learning, and Attitude – Ability-job fit, Theories of Learning (Classical conditioning, Operant conditioning, social learning), Attitudes, their types, and sources and their measurement, Cognitive dissonance theory, Personality and its measurements (Big-Five model, Type A & Type B, Erik Erikson's Psychosocial development), Immaturity to maturity, id theory, self-theory (Argyris), Johari Window, Transactional analysis, Types of Values (terminal and Instrumental), Rokeach value survey. [8L]
3. Perception – Fundamental attribution error, halo effect, contrast effect, projection, stereotyping, Bounded rationality/satisficing, Selective perception, Common biases, and errors. [2 L]
4. Motivation – Maslow's Hierarchy of Needs, Alderfer's ERG Theory, Herzberg's two-factor Theory, McClelland's Theory, McGregor's Theory X & Y, Locus of control, Vroom's Expectancy Theory, Cognitive evaluation theory, Goal-setting theory, Self-efficacy theory, Pygmalion effect, Job rotation, enlargement, and enrichment, -Variable-pay programs. [6L]
5. Emotions, and Job Satisfaction – Defining affect, Emotional labor (surface vs deep acting), Emotional Intelligence, Cognitive Dissonance Theory. [2L]

MODULE –II – Groups and Organizations

1. Group Behavior - Defining and classifying groups, Stages of group formation, punctuated-equilibrium model, Hawthorne studies, Social loafing, Group decision making (group think, group shift), group unconscious, object-relations theory, the psychic structure of a group, Three basic-assumption groups of Wilfred Bion, Difference between group and team, types of teams, team, Why work Teams, Work team in Organization, Team Building, Organizational Politics. [4 L]
2. Managing Conflict - roles and role conflict (Zimbardo's prison experiment), sources, types, stages and levels of conflict, process and resolution, negotiation and bargaining. [2L]

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3. Leadership & Power - Leadership Theories,(Trait theories, behavioral theories - Ohio state studies, Michigan studies, Managerial grid), Contingency theories (Fiedler model, Situational leadership theory, leader-member exchange theory, path-goal theory), Transactional vs transformational leadership, Authentic leadership, Servant leadership, Trust and leadership, Power and Politics – Bases of power, power tactics (coalitions, politics). [4 L]

4. Organization - Mission, Goals, Organizational structure (work specialization, departmentalization, chain of command, span of control, centralization, formalization), simple and matrix structure, virtual organization, Organizational Theory- Classical Theories: Scientific Management, Administrative Principles, Bureaucracy, Human Relation Approach, Modern Theories: System Approach, Contingency Approach, Quantitative Approach, Behavioral Approach, [6L]

5. Managing Organizational Culture and Change – What is organizational culture?, Culture's formation and its functions, Hofstede's culture dimensions, Types of Organizational Change, Culture as barrier to change, , Managing Organizational Change, Kurt Lewin's three Step model, Action research model, Kotter's eight step model.(4L)

Suggested Readings:

- a. Robbins, S.P. Judge, T.A. & Sanghi, S.: Organizational Behaviour, Pearson
- b. Luthans, Fred: Organizational Behaviour, McGraw Hill
- c. Aswathappa ,K : Organisational Behaviour ,Himalaya Publishing House
- d. Shukla, Madhukar : Understanding Organizations – Organizational Theory & Practice in India, Prentice Hall

MB 103: BUSINESS LAWS, ETHICS AND GOVERNANCE

Module I: Legal Environment

1. Legal aspects of a business – Society, state and law, the enforceability of law, Mercantile law (2L)

2. Indian Contract Act, 1872 – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency. [6L]

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

4. Negotiable Instruments Act, 1881 – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques.[4L]

5. Consumer Protection Act, 1986 – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty.[4L]

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Module - II: Business Ethics & Corporate Governance

1. Company Laws and Governance– Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies (Including Amendments) (6L)
2. Unfair trade practices and Competition law (2L)
3. Understanding Business Ethics – Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business; Theories of Ethics, Absolutism vs. Relativism[4 L]
4. Approaches to Business Ethics: Teleological Approach, The Deontological Approach , Kohlberg’s Six Stages Of Moral Development (CMD)[4L]
5. Managing Ethical Dilemma: Characteristics, Ethical Decision Making, Ethical Reasoning, The Dilemma Resolution Process; Ethical Dilemmas In Different Business Areas Of Finance, Marketing, HRM and International Business (4 L]

Suggested Readings:

1. Sen & Mitra: Commercial law; World Press
2. Pathak: Legal Aspect of Business, TMH
3. Das & Ghosh: Business Regulatory Framework: Ocean Publication, Delhi
4. Pillai & Bagavathi: Business law, S. Chand

MB – 104 Accounting for Managers

Module 1

1. Basic Financial Accounting Concept: Meaning and Scope of Accounting -Definition of accounting-classification of accounting- GAAP- Accounting Concepts and Conventions –Accounting Equation. [2L]
2. Preparation Of Books Of Accounts: Event-Transaction- Accounting Cycle – Golden Rule- Journal-Ledger-Trial Balance-Final Account. [6L]
3. Basic Cost Accounting Concept- Cost Concept-Cost Unit- Technique of Costing Method of Costing- Cost center- Cost Unit- Cost Sheet preparation and Interpretation.[4L]
4. Introduction to Accounting Standard: Introduction to Indian GAAP and IndAS Introduction to IFRS and IAS- Comparative Analysis of Indian GAAP and IndAS. [2L]
5. Preparation Of Financial Statement: Trading Account-Profit & Loss Account -Balance Sheet (As per Schedule VI, old & new) with Adjustment Entries -Preparation and Interpretation of Annual Report -Corporate Social Responsibility –Human Resource Accounting-Value Added Statement.. [6L]

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MODULE 2:

1. Financial Statement Analysis: - Ratio Analysis-Fund Flow Statement - Cash Flow Statement. [8L]
2. Background - Nature of Management Accounting [2L]
3. Cost Accumulation – Preparation of cost sheets, Fundamentals of Activity Based Costing System. [6L]
4. Profit Planning and Decision Making - Cost -Volume-Profit Analysis.[4L]

Suggested Readings:

1. M. Hanif & A. Mukherjee : Financial Accounting. McGraw Hill
2. S. K. Paul: Financial Accounting, New Central book Agency
3. S. P. Jain & K. L. Narang: Cost and Management Accounting. Kalyani Publication
4. P. M. Rao: Financial Statement Analysis and Reporting. PHI
5. T. P. Ghosh, N. Ankarnath, K. J. Mehta & Y. A. Alkafazi: Understanding IFRS Fundamentals, Wiley
6. Tulsian & Tulsian: Corporate Financial Reporting, S. Chand

MB 105 - Research Methodology and Business Statistics

Module 1: Research Methodology

Chapter 1: Meaning, scope and significance of social research: Types of Research: (a) Pure and Applied, (b) Exploratory, Descriptive, (c) Experimental; Steps in Social Research & types. [7L]

Chapter 2: Literature Review: Concept, necessity, research gap. Principles of Writing Research Report, reference, and plagiarism. Scientific Study of Social Phenomena: (a) The Scientific Method, Logic in Social Science, (b) Objectivity and Subjectivity in Social Science, (c) Positivism and Empiricism. Methods of research: (a) Quantitative and Qualitative. [7L]

Chapter 3: Characteristics and Differences Sources of Data: Primary & Secondary. Techniques of Data Collection: (a) Survey, (b) Observation, (c) Questionnaire & Scheduled, (d) Interview, (e) Case Study. Different types of Data and Scaling. Design of Questionnaires and Schedule. [3L]

Chapter 4: Sampling: Design: Types, Advantages and Limitations. [3L]

Module 2: Business Statistics

5. Basic Statistics: Basic Concept (Variables, Population v/s Sample, Central tendency, Dispersion, data Visualization, Simple Correlation and Regression. [4L]

6. Probability & Distribution: Probability – Introduction, Rules of Probability, Conditional Probability (Baye’s Theorem), Random Variables, Discrete and Continuous

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Distributions (Binomial, Poisson and Normal), Sampling – Types and Distribution. [6L]

7. Theory of Estimation: Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation. [4L]

8. Statistical Inference: Hypothesis Testing, Parametric Test – Z, F, t test, ANOVA, Non Parametric Test – Chi square test (goodness of fit, independence of attributes) Spearman's Rank Correlation Coefficient. [6L]

Suggested Readings

- Kothari, C.R.: Research Methodology – Methods and Techniques, New Age International Ltd.
- U. Sekharan and R Bougie: Research Methods for Business: John Wiley and Sons
- Business Statistics by GC Berry

MB – 106 Entrepreneurship and Digital Transformation

MODULE I: ENTREPRENEURSHIP & DESIGN THINKING

1. Understanding entrepreneurial mindset (in a start-up and in organizations), Creativity and innovation, Idea Incubation, Government incentives for entrepreneurship, Incubation, and acceleration, Funding new ventures – bootstrapping, Tinkering labs, Hackathons, Preparing, pitching and scaling business plans, Angel networks and NEN, Intellectual Property Rights- Laws relating to Patents (Patent Act, 1970), Trademarks (Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications (Registration & Protection) Act, 1999 [12L]

2. Introduction to Design Thinking/ Overview of Design Thinking: Principles, stages, and mindset, Alignment of Design Thinking with entrepreneurship, Design Thinking - TRIZ (Theory of Inventive Problem Solving), Five stages of design thinking (empathize, define, ideate, prototype, test), Translating prototypes into viable business models, Form and function, Design at the intersection of art, science and technology, Bauhaus and Ulm schools, Design as applied aesthetics to visual intelligence, [8L]

Module 2: Digital Transformation

1. Digitalization in Business - Digitalization and Digital Transformation, Moore's Law, Importance of Digital Media, Using IT for Competition, IT and Innovation, IT Strategy and Digital Goods [8L]

2. Disruptive Technologies - Disruptive Technologies, Diffusion of or Surviving Disruption, Innovation Impact, Types of Business Innovations with IT, Information Goods and their Properties [6L]

3. Best Practices of Innovation - Innovation through Experimentation: AB Test and Minimum Viability; Translating the Lean Start up to Enterprise Scale Innovation; Building Data as A Strategic Asset for Your Business. Case Studies [6L]

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Suggested Readings:

1. Entrepreneurship – A South Asian Perspective, Kuratko and Rao TV, Cengage Learning
2. Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan; Competing against Luck: The Story of Innovation and Customer Choice
3. Lindsay Herbert, Digital Transformation, Bloomsbury Business India
4. MIS: Managing Information Systems in Business, Government and Society: RAHUL DE: WILEY
5. Rethinking Design Education for the 21st Century: Theoretical, Methodological, and Ethical Discussion – Alan Findeli, Design Issues Vol 17 (1), MIT, 2001,
 - a. Articles from HBR and other Journals

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Semester-II

MB-201	Operations Research
MB-202	Financial Management
MB-203	Marketing Management
MB-204	Operations and Project Management
MB-205	Management Information System
MB-206	Human Resource Management

Detailed Syllabus

MB201: Operations Research

Module-I:

1. Linear Programming: Formulating maximization / minimization problems, Graphical solution, Simplex method, Artificial Variables – BigM Method, Special cases of LP, Duality of LP and its interpretation, Post Optimality / Sensitivity Analysis. Applications of LP. [5L]
2. Transportation Problems: Introduction – Mathematical formulation of transportation problem – the Transportation method for finding initial solutions – North West Corner Method - Least Cost Method - Vogel's Approximation method - test for optimality - steps of MODI method – loops in transportation table - Degeneracy. [4L]
3. Assignment Problems: Introduction - Mathematical statement of the problem – Hungarian method of solution - Maximization case in assignment problem — unbalanced assignment problem – restrictions on assignment – Travelling salesman problem. [4L]
4. Theory of Games: Introduction – Two-person zero sum games - Pure strategies - games with saddle points - rules to determine saddle points - mixed strategies - Game without saddle points- the rules of dominance – Methods of solution for games without saddle points — algebraic methods, graphical methods. [4L]
5. Queuing Theory: Introduction, characteristics of queuing systems, input process, service mechanism, queue discipline, service channels, symbols and notations, distribution of inter-arrival times, service times, definition of transient and steady state, M/M/1 queuing system, basic queuing models and their applications. [3L]

Module-II:

6. Capacity Planning & Management: Planning for the Process: Resource planning, Capacity of a process, capacity planning, period covered by plans, adjustment to capacity, Capacity planning under uncertain environment. [4L]
7. Quality Management: Concept of Quality, Quality Gurus, PDCA, TQM, Monitoring Performance for quality and improvement, Kaizen, Incremental vs. breakthrough improvement, Quality Certification [4L]
8. Quality Control & Statistical Process Control: Quality Management Tools, Statistical Quality Control (SQC), Acceptance Sampling, Inspection & Control Charts, Cost of Quality [4L]
9. Inventory Management: Inventory Management - Introduction, Techniques of Inventory Control with known demand, Problem of EOQ with uniform demand, with finite rate of replacement, EBQ, with shortage. Inventory Systems - Q-system & P-System, Selective Control of Inventory - ABC, VED, FSN analysis etc. [4L]
10. Maintenance Management & Reliability Types of Maintenance –Breakdown and Preventive Maintenance; Total Productive Maintenance (TPM); Reliability: Fundamentals; Failure data analysis; Failure rate; mortality curve; Mean time to failure (MTTF); Mean time between failure, (MTBF); Statistical

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Concepts in Reliability; Use of Reliability in the design of the system.

[4L]

Suggested Readings:

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

MB202: Financial Management

Module-I

1. Introduction to Financial Management: Scope, Objectives, Functions.[2L]
2. Capital Structure: Concepts, Component of Capital, Leverage, Models of Capital Structure.[6L]
3. Introduction to Corporate Finance: Meaning of Corporation, Role of Financial Manager, Agency Problem.[2L]
4. NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, The problems of multiple rates of Return, Mutually Exclusive Projects, and Capital Rationing.[4L]
5. The Investment Decision: The Cash Flow, Equivalent annual Costs, Project Interactions. [4L]

Module-II

6. Capital Budgeting and Risk: Company and Project Costs of Capital, Measuring Cost of Equity, Cost of Capital, and Risk Adjusted Discount Rate, Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees. [4L]
7. Alignment of Managers and Owners Goal: Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA. [4L]
8. Market efficiency and Corporate Financing Basics of EMH, The Anomalies, The lessons for the Corporate Manager. [4L]
9. The Financing Decision: The Financing Process, The Financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices. [4L]

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10. The Dividend Decision: Dividend Policy, analyzing Cash Returned to Stockholders, Buybacks, Spinoffs, and Divestures. [4L]

11. CaseStudy [2L]

Suggested Readings:

1. Brearly, Myers, Mohanty: Corporate Finance, Tata McGraw-Hill
2. Copel and Weston Shastri: Financial theory and Corporate Policies, Pearson Education
3. Damodaran: Corporate Finance, Wiley
4. Ehrhardt and Brigham: Corporate Finance - a Focused approach, Thomson Learning
5. Megginson, Smart and Gitman: Principles of Corporate Finance, Thomson Learning
6. Ross, Westerfield and Jaffe: Corporate Finance, Tata McGraw-Hill

MB203: Marketing Management

Module-I

1. Introduction: Definitions and scope of marketing; need, want, demand, STP (various bases for segmentation) Targeting: Massmarketing, Segment Marketing, Niche Marketing, Micro Marketing, and Customization; Concept of Differentiation and Positioning. USP, Marketing concepts (Production, Product, Selling, Marketing); Marketing Management Tasks [6L]

2. Market Planning and Strategy: Marketing Mix – 4Ps, 7Ps and 4Cs, Marketing intelligence; SWOT Analysis, PEST Analysis, Marketing plan, Concept of SBU, Choice of Corporate level Strategy; BCG matrix, Product-Market Grid, Porter's Five Force Model. [6L]

3. Consumer Behavior and Marketing Research: Consumer decision-making process, marketing research process: Marketing metrics, marketing dashboards, demand forecasting, measuring customer satisfaction (complaints, product and service quality, maximizing customer lifetime value), the role of CRM [8L]

Module-II

1. Product: Product Classification, Product and Services differentiation; Product Levels, Product Mix, Product Line Management, Product Life Cycle, New Product Development, Product development process, AIDA mode. [5L]

2. Branding Packaging and Pricing: Purpose of branding; PoP and PoD, Brand Positioning, Brand equity; Branding strategies; Packaging and its types – primary, secondary, shipping packages. Methods for pricing a product, Pricing and market share, price sensitivity of demand. [5L]

3. Marketing Channels: Channel levels, flows and functions; service sector channels, Channel design decisions; Terms and responsibilities of channel members, evaluating channel members, Channel management decisions, Channel power, Role of technology in managing channels, Causes of Channel Conflict, e-commerce and m-commerce [5L]

4. Promotion: Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), Developing and managing and advertising campaign (from budgeting to evaluation), Role of advertisement agency, Media buying (reach, frequency, impact), Events and experiences, Understanding PR, Direct Marketing, Introduction to Digital Marketing; Selling Process (including sales forecasting) [5L]

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Suggested Reading:

1. Kotler, P., Keller, K., Koshy, A. & Jha, M. – Marketing Management; Pearson
2. Ramaswamy & Namakumari – Marketing Management; McMillan
3. Saxena, R. – Marketing Management; TMH
4. Kurtz, David L, Boone, Louis E – Principles of Marketing; Thomson
5. Keith Blois – Text Book of Marketing; Oxford University Press
6. Etzel, M. J., Walker, B. W. & W. J. Stanton - Marketing; TMH

MB204: Operations and Project Management

Module-I: Operations Management

1. Introduction to Production and Operations Management: Difference between Manufacturing and Service Operations; Product Process Matrix capacity planning – Responsibilities of Production Manager; Production as a Coordination Function; Production Cycle, Production Planning & Control Concept. [2L]
2. Facilities Location: Need for a Good Plant Location; Factors influencing Plant Location – Tangible and Intangible Factors; Economic Survey of Site Selection. [3L]
3. Plant Layout: Need for a Good Plant Layout; Characteristics of a Good Layout; Costs associated with Plant Layout; Process Layout vs. Product Layout; Optimization in a Process Layout and Product Layout; Designing Product and Process Layout; Assembly Line Balancing – Concept and Problems; Cellular Manufacturing Concept. [3L]
4. Manufacturing Systems: Classification of Manufacturing Systems with Examples; Differences between Intermittent and Continuous Production. [2L]
5. Operations Scheduling & Sequencing: Sequencing – Definition and Assumptions; Sequencing of n jobs on a single machine – Shortest Processing Time, Longest Processing Time, Earliest Due Date and First Come First Serve basis; Sequencing of 2 jobs on 2 machines – Gantt Charts, Limitations of Gantt Charts; Sequencing of n jobs on 2 and 3 machines – Johnson's Rule. [5L]
6. Resource Management: Purchasing Procedure; Value Analysis; Vendor Selection; Negotiation; Make or Buy decision; Concepts of MRP -I, MRP-II, ERP. [2L]
7. Work Study: Definition and its Importance; Basic Procedure in Performing a Work Study; Method Study – Objectives and Procedure; Work Measurement – Objectives and Procedure; Concepts of Performance Rating, Basic Time, Allowances and Standard Time. [3L]

Module-II: Project Management

8. Introduction - Definitions of Project and Project Management, Issues and Problems in Project Management, Project Life Cycle - Initiation / Conceptualization Phase, Planning Phase, Implementation / Execution Phase, Closure / Termination Phase. [4L]
9. Project Feasibility Studies – Pre-Feasibility and Feasibility Studies, Preparation of Detailed Project Report, Technical Appraisal, Economic/Commercial/Financial Appraisal including Capital Budgeting Process, Social Cost Benefit Analysis. [2L]
10. Project Planning – Importance of Project Planning, Steps of Project Planning, Project Scope, Work Breakdown Structure (WBS) and Organization Breakdown Structure (OBS), Phased Project Planning.

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[2L]

11. Project Scheduling and Costing – Gantt chart, CPM and PERT Analysis, Identification of the Critical Path and its Significance, Calculation of Floats and Slacks, Crashing, Time Cost Trade-off Analysis, Project Cost Reduction Methods. [6L]
12. Project Monitoring and Control – Role of Project Manager, MIS in Project Monitoring, Project Audit. [2L]
13. Project Learning- Resource allocation, Risk and uncertainty, Budget constraints, Project feasibility, and Change management. Case Studies with Hands-on Training on any project management software (e.g. MS-Project). [4L]

Suggested Readings:

1. Chary, S.N. – Production and Operations Management; TMH
2. Panneerselvam, R. – Production and Operations Management, PHI
3. Bedi, K. – Production and Operations Management; Oxford University Press
4. Chase, Jacobs, Aquilano and Agarwal– Operations Management for Competitive Advantage; TMH
5. Buffa, E.S. and Sarin, R.K. – Modern Production / Operations Management; John Wiley
6. Collier, Evans and Ganguly – Operations Management; Cengage Learning
7. Chandra, Prasanna - Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th Ed, McGraw Hill.
8. Text Book of Project Management: Gopalkrishnan, P. and Ramamoorthy, V.E.; McMillan
9. Project Management for Engineering, Business and Technology: Nicholas, J.M., and Steyn, H.; PHI
10. Project Management: The Managerial Process: Gray, C.F., Larson, E.W. and Desai, G. V.; MGH

MB205: Management Information System

Module-I

1. E-commerce / E-business [3L]
Overview, Definitions, Advantages & Disadvantages of E-commerce, Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance), models based on revenue models, Implementation ecommerce business, online and offline marketing.
2. ERP, CRM, SCM [10L]
ERP (Enterprise Resource Planning): Concepts of ERP, architecture of ERP, Generic modules of ERP, Applications of ERP, concept of XRP (extended ERP); Features of commercial software like SAP, Oracle Apps, MS Dynamics NAV; CRM (Customer Relationship Management): Concepts of CRM, Features, application of CRM Sales force automation, SCM (Supply Chain Management): Concepts of SCM, drivers of SCM, inbound & outbound Definition, brief description and applicability of: eProcurement, e-Tailing, e-Logistics, e-Collaboration, eIntegration. Case studies for ERP, CRM, and SCM.
3. Data Communication & Networking [4L]
Need for computer networking, components of a data Communication system, Network topology, Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, and WWW. Network protocols, Network Architecture.

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Module-II

4. Threats to Computer Systems and Control Measures [2L]
Concepts of threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism), Concepts of security measures: firewall, encryption.
5. Database Management Systems (DBMS) [e.g. MS-Access/Oracle/MS SQL Server/MySQL etc.][4L+2P]
What is a DBMS; Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, SQL: DDL & DML, DCL concepts, SQL commands [ANSI standard].
6. Data Warehousing and Data Mining [3L]
Concepts of Data warehousing, datamart, metadata, multidimensional modeling, Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Data mining concepts, knowledge discovery, data mining, data mining applications.
7. MS Office Application [12L]
MS Excel: Graphs and Charts – Calculation of various financial functions Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Min Media Mode, Reference Operators, Functions: Typing a Function, Creating a Column Chart: Changing the Size and Position of a Chart Saving.
MS Access: Tables and Queries, Forms, Relationship
MS PowerPoint: Introduction – Toolbar, their Icons and Commands – Navigating in Powerpoint – Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations – Autocontent Wizard.

Suggested Readings:

1. Waman S Jawadekar: Management Information Systems – Text and Cases 3ed. McGraw Hill
2. Mahadeo Jaiswal & Monica Mittal: Management Information Systems, OUP
3. Forouzan: Data Communication & Networking, TMH.
4. Tanenbaum: Computer Networks, Pearson Education
5. Ivan Bayross: SQL & PL/SQL, BPBISRD, Introduction to Database Management Systems, Tata McGraw Hill
6. Sadagopan: ERP: A Managerial Perspective, Tata McGraw Hill.

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MB206: Human Resource Management

Module-I

1. Human Resource Management: Meaning, Scope, objectives, and functions of HRM, Tracing the journey from Personnel to HRM to HRD to Talent Management, Structure of HR Department, Line and staff responsibility of HR Managers, qualities of HR manager [2L]
2. Human Resource Planning: objective, process of HRP. Supply and Demand Forecasting techniques, Manpower Inventory, Career Planning & Development, Creating a leadership pipeline for all levels, Succession Planning, Issues in rightsizing / downsizing / restructuring, Restructuring. Introduction to HR analytics, and developing Human Resource Information System(HRIS) to facilitate decision-making [8L]
3. Recruitment and Selection and its alignment with organization structure, Methods and sources of selection, steps in selection, differences between recruitment and selection, interview errors, types of interviews, interviewing methods (includes BEI), Understanding the phenomenon of day-1 placement at b schools, [4L]
4. Learning and Development: Training needs identification, Competency mapping, Various methods of training, Training Process; designing training programmes, Implementation, and Evaluation of Programs, Kirk Patrick Model, Induction and Onboarding, Assessment Centers, Creating and rolling out of training calendar, Preparation of training budgets [6L]

Module-II

5. Performance Management Systems: What is performance and how it is measured? Relationship between individual's, department's, and organization's performance, types of traditional and modern methods of appraisal, Finalizing KRAs, Functional and behavioral KRAs, Assessing potential, Various tools of assessment, Stages of the performance appraisal process, 360-degree assessment, HR Score Card, Conducting appraisal discussion, Understanding the phenomenon of the bell curve, Maintaining objectivity in the process [8L]
6. Compensation Management: Components of salary structure, minimum wage, fair wage and living wage, Fixed and variable pay, retirals, legal obligations, Job evaluation technique (Hay's), wage/salary fixation, incentives, bonus, ESOPs, Fringe Benefits, [3L]
7. Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends, Settlement Machinery, Understanding Labor codes, [3L]
8. Workers' Participation in Management - Quality Circles and Other Small Group Activities, ESOPs. Collective bargaining [2L]
9. Discipline Management - Grievance management, Misconduct, domestic inquiry, disciplinary action [2L]
10. Strategic HRM - HR as a business partner, Understanding mindsets as barriers to SHRM, use of technology in delivering HR services, and understanding the role of AI/ML and its impact on HR function, e-recruitment, e selection [2L]

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Suggested Readings:

1. Aswathappa, K. – Human Resource Management, Tata McGraw Hill
2. Jyothi P. & Venkatesh, D.N. – Human Resource Management, OUP
3. Ramaswamy, E.A. – Managing Human Resources, OUP
4. Saiyadain, M.S – Human Resource Management: Tata McGraw Hill
5. Mondal Sabari & Goswami Amal – Human Resource Management: Vrinda Publications