

West Bengal University of Technology
MMA

STRUCTURE OF MASTER IN MANAGEMENT ADMINISTRATION (MMA)
(WITH SPECIALISATION) FOR LATER THREE SEMESTERS

This programme comprises twenty compulsory courses of 3 Credits each (Credit 60). Ten courses in Area of Specialiation of 3 Credits each (Credit 30) and ten more compulsory dissertation courses of 3 Credits each (Credit 30). (Total Credit = 120).

First Semester: 10 Compulsory Courses				
Code	Course	Credit	Contact Hours	Marks
MMA/ /101	Quantitative Methods I	3	30	50
MMA/ /102	Quantitative Methods II	3	30	50
MMA/ /103	Managerial Economics (Micro)	3	30	50
MMA/ /104	Managerial Economics (Macro)	3	30	50
MMA/ /105	Human Resource Management	3	30	50
MMA/ /106	Organizational Behaviour	3	30	50
MMA/ /107	Marketing Management	3	30	50
MMA/ /108	Strategic Business Management	3	30	50
MMA/ /109	Financial Accounting	3	30	50
MMA/ /110	Financial Management	3	30	50

Specialization Courses in any one of the following areas (4 Subjects):

MMA/ESB	Entrepreneurship / MSME Management
MMA/RAM	Marketing of Agricultural Products and Retail Management
MMA/FNE	Financial Engineering
MMA/NGE	Events and NGO Management

Third Semester: 10 Specialization Courses				
Code	Course	Credit	Contact Hours	Marks
MMA/ /301		3	30	50
MMA/ /302		3	30	50
MMA/ /303		3	30	50
MMA/ /304		3	30	50
MMA/ /305		3	30	50
MMA/ /306		3	30	50
MMA/ /307		3	30	50
MMA/ /308		3	30	50
MMA/ /309		3	30	50
MMA/ /310		3	30	50

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Second Semester: 10 Compulsory Courses				
Code	Course	Credit	Contact Hours	Marks
MMA/ /201	Introduction to Mgmt. Practices	3	30	50
MMA/ /202	Business Environment	3	30	50
MMA/ /203	Business Perspectives	3	30	50
MMA/ /204	Strategic Management	3	30	50
MMA/ /205	Market Research Techniques	3	30	50
MMA/ /206	Law, Taxation & the Role of SEBI	3	30	50
MMA/ /207	Statistical & Econometric Methods I	3	30	50
MMA/ /208	Statistical & Econometric Methods II	3	30	50
MMA/ /209	Research Methodology I	3	30	50
MMA/ /210	Research Methodology II	3	30	50

Fourth Semester: Dissertation Courses				
Code	Course	Credit	Contact Hours	Marks
MMA/ /401	Research Project and Disseration	3	30	50
MMA/ /402		3	30	50
MMA/ /403	Literature Survey	3	30	50
MMA/ /404		3	30	50
MMA/ /405		3	30	50
MMA/ /406	Data Analysis	3	30	50
MMA/ /407	Dissertation	3	30	50
MMA/ /408		3	30	50
MMA/ /409		3	30	50
MMA/ /410		Viva	3	30
	Total:	120	1200	2000

MMA in NGO and Events Management

Course Objectives:
This Course is aimed at professionals who would like to pursue a career in Marketing and Implementation of custom-designed Programmes as well as events relating to management of NGO's. At the end of the Course, the individual should be in a position to
1) Conceptualise custom-designed events on a local, National and International level.
2) Organising Market Surveys and Market Research for Projects relating to events and/or NGO business.
3) Form and operate NGOs.
4) Plan and implement event management projects.
5) Organise events with International Collaborations and participation.

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COURSE SUBJECTS:

Semester I	
10 Compulsory Courses.	

Semester II	
NGE 201	Marketing Management
NGE 202	Sales and Distribution Management
NGE 203	International Business
NGE 204	Business Communication
NGE 205	Principles of Events Management
NGE 206	Principles of NGO Formation and NGO Management
NGE 207	Statistical & Econometric Methods I
NGE 208	Statistical & Econometric Methods II
NGE 209	Research Methodology I
NGE 210	Research Methodology II

Semester III	
NGE 301	Business Ethics
	Project Planning and Management
NGE 302	Sponsorship and Event Management
	Field Placement, Logistics and Operations Management
NGE 303	NGO Operations and Expansion
	Social Responsibility of Business and the Mega Environment
NGE 304	Advertising and Direct Marketing
	Public Relations, Corporate Image Development Management
NGE 305	Business Law, Legal and Management Principles of Business
	Regime Creation & Peace, Security and Humanitarian Management
NGE 306	Planning & Innovation Processes
	Networking and Data Base Management
NGE 307	Sales Promotion and Brand Management
NGE 308	Virtual Marketing Process and E-Commerce
NGE 309	Management Information Systems in Events and NGO Management
NGE 310	Consumer Behaviour and Marketing Customer Relationship Management (CRM) Marketing of Services

Semester IV	
NGE 401	Research Project & Dissertation
to	
NGE 410	Research Project Viva

Six more compulsory courses including research project and dissertation.

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Semester I

MMA 101 Quantitative Techniques I

UNIT I :

- Introduction to operations research and quantitative techniques
- Linear programming [graphical method]
- Linear programming [simplex method]
- Linear programming [dual problem]

UNIT II :

- The transportation problems
- The assignment problems
- The sequencing problems
- The queuing theory

Suggested References:

1. Introduction to Operation Research ,Frederick Shiller& Gerald J Liberman , Tata McGraw Hill edition
2. Operation Research, H..A.Taha , Prentice Hall India
3. Operation Research , Kanti Swaroop, P.K.Gupta & ManMohan Sultan Chand & Co
4. Quantitative Techniques in Management, N.D.Vohra ,Tata Mc Graw Hill
5. Introduction to Operation Research , B.E .Gillet ,Tata McGraw Hill:
6. Operation Research, V.K.Kapoor, Sultan Chand Co, 5th Edition
7. Quantitative Techniques, L. C. Jhumb, Everest Publication

MMA102 Quantitative Techniques II

UNIT I :

Methods of data collection and sampling fundamentals

- Collection of primary data
- Observation method
- Interview method
- Difference between questionnaires and schedules
- Measures of Central Tendency
- Measures of variation and Skewness and Kurtosis
- Need for sampling
- Sampling theory
- Estimation

UNIT II ;

- Decision theory
- Game theory
- Simulation
- Markov analysis

Suggested References:

1. Statistics –Third Edition-Schaum’s outline ‘Murray R. Spiegel& Larry J Stevens : Tata Mc GrawHill edition
2. Probability and Statistics , Murray R.Spiegel , McGraw Hill

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3. Fundamentals of Statistics Goon, Gupta & V.K.Kapoor World Press
4. An introduction to statistics , C.B.Gupta & V. Gupta ,Vikas.
5. Quantitative Techniques for Managerial Decision Making ,Srivastava, Sharma & Shenoy , Sultan Chand and Co
6. Quantitative Techniques in Management, N.D.Vohra, Tata McGraw Hill
- 7 Quantitative Techniques, L.C Jhumb, Everest publication, 13th Edition
8. Statistical Methods in Commerce & Accountancy, N.G.Das M. Das & Company:

MMA 103 Managerial Economics(MIcro)

UNIT I :

The economic way of thinking –

- a) The economic approach
- b) Supply, Demand and the market process
- c) Demand Forecasting

UNIT II :

- a) The Theory of consumer behaviour
- b) Theory of Production
- c) Concepts of different types of costs and Cost Functions

UNIT III :

Market Structures:

- a) Market equilibrium –perfect competition
- b) Monopoly and monopolistic competition
- c) Duopoly and Oligopoly. , Basic concepts in Game Theory
- d) Public Goods and Market failure.
- e) Pricing & Price Determination Basic concepts
- f) Concepts of Uncertainty ,Asymmetric Information, Moral Hazard Problem and Signalling.

Suggested References:

- 1) Public and Private Choice ,James D. Gwartney, Richard L. Stroup & Russel .S. Sobel ,D.A Macpherson, Thomson South Western
- 2) Managerial Economics , D. N. Dwivedi
- 3) Managerial Economics ,V. L. Mote, Samuel Paul, G. S Gupta, Tata Mc Graw Hill
- 4) Managerial Economics , P. G Keat & Philip & Y. Young, Pearson Education
- 5) Microeconomics, A.Sen ,OUP
- 6) Modern Micro-economics, A.Koutsoyiannis:, Macmillan
- 7) Microeconomics Salvatore, ,OUP
- 8) Managerial Economics, Hisschey, Thomson learning
- 9) Managerial Economics Salvatore, Thomson Learning
- 10) Modern Economics, H.L. Ahuja:, S.Chand
- 11) Managerial Economics & Financial Policy, Paul P., Scitech
- 12) Macroeconomics R.S. Pindyk & D.L. Rubinfeld:, Prentice Hall/Pearson Education

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MMA 104 Managerial Economics (Macro)

UNIT I:

- a) National income: Measurement & Determination
- b) Inflation and Measurement
- c) Unemployment
- d) Supply –Side Economics

UNIT II:

- a.) Basic concepts of Balance of payments.
- b.) Business cycles.
- c) Basic concepts of IS-LM models
- d) Effectiveness of Monetary & Fiscal Policy
- e) Keynesian Economic theory versus Classical Economic theory.
- f) Theories of consumption function. (Basic Concepts)

UNIT III:

International economics and comparative systems:

- a) Economic growth & Measurement
- b) Economic Development & Sustainable Development
- c) Financing Development
- d) Gains from International Trade
- e) Trade & Economic development
- f) International Finance and Foreign Exchange Market

Suggested References:

1. Development Economics, Suman K Mukerjee, Orient Longmans
2. Macroeconomics, Dornbusch, Fischer & Startz, Tata Mc Graw –Hill
3. Macroeconomics, N Gregory Mankiw, MacMillan Worth Publishers, Fifth edition
4. Microeconomics, Private and Public Choice, James D. Gwartney, R.L. Stroup
Russel.S. Sobel, D.A Macpherson Thomson.
5. Macroeconomic Theory and Policy, William H. Branson.
6. Theory and Problems of Macroeconomic Theory, Eugene A. Diulio, Schaum's Outline series
7. Managerial Economics, D. N. Dwivedi
8. Macroeconomics Theories and Policies R. T. Froyen Pearson Education.

MMA 105 Human Resource Management

UNIT I

- Introduction to HRM-Basic concepts,
- HR functions, Role of HR Manager
- Challenges and Opportunities of HRM
- Evaluation of HRM in India: The journey from Personnel Management to HRM

UNIT II

- Recruitment –purpose, importance, sources
- Selection-process, barriers, selection in India
- Job Evaluation-techniques, process, importance
- Wage and Salary Administration –importance, components of remuneration, special features of Executive Remuneration

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UNIT III

- Training & Development-concept, objectives, importance, Process , Effective Training Programme
- Performance Appraisal-Process, Traditional and Modern methods, effective PA, errors
- Employee Counselling and Exit interview
- HR Audit

UNIT IV

- Industrial Relation- Concept
- Overview of Collective Bargaining
- Industrial Dispute- causes and consequences, settlement Machinery

Suggested References:

1. Human Resource Management, VSP Rao, Excel Books
2. Human Resource Management, WB Werther & Keith Davis, Mc Graw Hill
3. Human Resource and Personnel Management-Text and Cases, K. Aswathappa, Excel Books
4. Human Resource Management, Dessler, Pearson Education
5. Managing Human Resources, E.A. Ramaswamy, OUP

MMA106 Organization Behaviour

UNIT I

- OB: Basic Concepts & Understanding
- Motivation – concept, theories and techniques
- Leadership- qualities; styles according to Trait, Behavioural and Situational theories; Modern Leadership styles;

UNIT II

- Personality- Psychoanalytic Approach, Erik Erikson's Stages of Psychological development, Big 5 traits of Personality Development, Locus of control, Type A / Type B , Hardy Personality
- Perception- Factors Influencing Interpersonal Perception; Perception Process, Shortcuts in Judging Others(errors), Developing perceptual skills
- Stress Management-Causes, consequences, coping strategies

UNIT III

- Learning- principles and theories
- Communication- BARRIERS TO COMMUNICATION; Positive one-to-one communication skills, Positive Body Language, Negative Body Language
- Group Behaviour and team building -stages of group development, group decisionmaking,Effective team building, Norms of Working Well Together, 7 Keys to Building Great Work teams

UNIT IV

- Organisatioanal Structure- Types, Delegation of authority, span of control

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- Conflict Management- The Stages of Conflict, types and Consequences of Conflict, Strategies for Handling Conflict

Suggested Reference:

- 1) Organizational Behaviour, Stephens P Robbins, Prentice Hall
- 2) Organizational behaviour, Fred Luthans, Mc Graw Hill,
- 3) Understanding Organizations, Madhukar P Shukla, Prentice Hall
- 4) Moorhead & Griffin, Organizational Behaviour
- 5) Organizational Behaviour, L.M.Prasad ,Sultan Chand

MMA 107 Marketing Management

UNIT I

- Marketing and Selling Concept
- Scope and stages of Marketing
- Marketing mix
- Marketing environment
- Ten Rules of Radical Marketing
- Introduction to service marketing
- Case studies

UNIT II

- Product strategy
- Branding strategy
- Pricing strategies and programmes
- Marketing channels, retailing, wholesaling, market logistics
- Integrated market communications
- Branding and Advertising- cases
- Customer satisfaction and customer retention

Suggested References:

- 1) Marketing Management 11th edition – Philip Kotler
- 2) Principles of Marketing – Kotler & Gary Armstrong
- 3) Sales Management Decision, Strategies and cases – Still, Cundiff and Govani
- 4) Service Management – Lovelock
- 5) Czinkota, Marketing Management, Vikas
- 6) B.K. Chatterjee, Marketing Management, Jaico
- 7) Hoffman, Marketing Best Practices, 2nd Ed, Thomson Learning
- 8) W.Zikmund & M.D'Amico : Marketing : John Wiley & Sons
- 9) Rajan Saxena : Marketing Management : Tata McGraw Hill
- 10) V.S. Ramaswamy & S. Namakumari : Marketing Management : Macmillan

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MMA 108 Strategic Business Management

UNIT I

- Introduction:
- Concept of Business Strategy & Policy:
- Assessment of the Business Environment:
- Industry & Competitive Analysis:

UNIT II

- Evaluating Company Resources and Competitive Strengths:
- Strategic Cost Analysis and Value Chains:
- Strategic Alternatives and Choice of Strategy .
- Positioning of The Business Portfolio .

UNIT III

- Strategy and Competitive Advantage
- Implementing Strategy: Building Resource Capabilities and Structuring the Organization
- Implementing Strategy: Benchmarking; ; Reengineering;
- Implementing Strategy: Culture and Leadership
- Strategic Evaluation and Control

Suggested References:

1. Crafting and Executing Strategy, Thompson Strickland Gamble and Jain, 14th edition.
2. Strategic Management Pitts & Lei- Third edition.Thomson
3. Strategic Management: an integrated approach Hill& Jones- (6th edition)
- 4.Strategic Management : T Hunger and Wheelen , Addison and Wesley (Sixth edition)
5. Strategic Management: J Hunger and T Wheelen , Sixth Edition
- 6.Entrepreneurship : New Venture Creation . Holt Prentice Hall India.
- 7.Business Policy and Strategic Management (Second edition) Azhar Kazmi, Tata Mc Graw hill
8. Strategic Management :Irwin Mc Graw Hill Alex Miller

MMA 109 Financial Accounting

UNIT I:

Introduction – Theory and Transactions

- Basic Accounting Concepts
- GAAP

UNIT II:

Financial statements

- Income Statement
- Balance Sheet
- Cash Flow Statements
- Common Size Statements

UNIT III:

Accounting for Non-Profit Organisations

- Preparation of Receipts and Payments Account
- Income and Expenditure Account
- Balance Sheet

UNIT IV:

Preparation of Final Accounts

- Trading and Profit and Loss Account
- Balance Sheet

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- Treatment of Outstanding and Prepaid Expenses
- Treatment of Bad Debts
- Treatment of Depreciation
- Other Adjustments

UNIT V:

Partnership Accounts (basic concepts)

- Principles of Partnership Business
- Appropriation of profits
- Guarantee of profit

UNIT VI:

Financial Statement Analysis

- Horizontal analysis
- Cash Flow Statement
- Financial Ratios

UNIT VII:

Company accounts

- Accounting for Share Capital
- Debentures

References

1. Financial Accounting, R. Narayanaswamy :, Prentice Hall
2. Advanced Accounting, Shukla & Grewal, , S. Chand & Co., New Delhi.
3. Financial Accounting for Business Managers, Asish K. Bhattacharya, , Prentice-Hall.
4. Management Accountancy, H. Chakraborty & S. Chakraborty, , OUP.
5. Financial Accounting - A Managerial Perspective, Dinabandhu Mukhopadhyay, , Asian Books Pvt. Ltd.
6. Advanced Accounting, Vol I & II Gupta & Radhaswamy, , S. Chand & Co., New Delhi.

MMA 110 Financial Management

UNIT I INTRODUCTION

- Fundamental concepts of financial management, goals of the Firm
- Nature of financial management
- Financial planning
- Organisation of the finance function

UNIT II BASIC FINANCIAL CONCEPTS

- Time value of money

UNIT III TECHNIQUES OF FINANCIAL ANALYSIS

- Fund flow statement
- Cash flow statement

UNIT IV FINANCIAL STATEMENT ANALYSIS

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- Ratio analysis
- Common size statements

UNIT V BUDGETS AND BUDGETARY CONTROL

- Procedure in preparing budgets
- Budgets reports
- Functional budgets
- Cash budgets
- Master budget
- Fixed and flexible budgets
- Zero based budgeting
- Performance budgeting

UNIT VI MARGINAL COSTING AND BREAK EVEN ANALYSIS

- Cost volume profit relationship
- Marginal cost equations
- Break even analysis
- Marginal costing vs absorption costing

UNIT VII DECISION MAKING

- Decision making under certainty and uncertainty
- Make or buy decisions
- Accept or reject decisions
- Differential cost analysis
- Shut down decision

Suggested References:

1. Financial Management, Chandra Prasanna, Tata McGraw-Hill.
2. Financial Management, Pandey I. M, Vikas Publishers
3. Financial Management, Rastagi R, Galgotia
4. Cost and Management Accounting, Jain S.P and Narang K.L, Kalyani Publishers
5. Taxmann's Management accounting and Financial analysis, Kishore Ravi M, Taxmann

SEMESTER II

SYLLABUS

**MMA 201: INTRODUCTION TO MANAGEMENT PRACTICES INCLUDING RETAILING,
INVESTMENT AND THE SECURITIES SCENARIO**

UNIT I INTRODUCTION TO ENTREPRENEURSHIP

- Evolution of entrepreneurship from economic theory
- Managerial and entrepreneurial competencies
- Entrepreneurial growth and development

UNIT II INTRODUCTION TO RETAILING

- Retail industry and economy

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- Emergence of organized retailing
- Trends in retailing

UNIT III INTRODUCTION TO INVESTMENT AND SECURITIES

- Investing, speculation and gambling
- Investment objectives
- Investment process and policy
- Investment alternatives
- Bonds, equity, mutual funds, life insurance, real estate.
- Listing of securities
- BSE, NSE AND NSDL

Suggested References:

1. Investment Analysis and Portfolio Management, Chandra Prasanna, Tata McGraw Hill.
2. Security Analysis and Portfolio management, Pandian P, Vikas Publishing.
3. Retail Management, Tuli, Bajaj and others, OUP
4. Retail Management- A strategic approach, Berman Barry, PHI.
5. Entrepreneurship in Action, M. Coulter, Heineman.
6. Entrepreneurship, Hisrich Peters and others, Tata McGraw-Hill.
7. Entrepreneurship Theory process and practice, Kuratko.
8. Entrepreneurship new venture creation, Holt D.H, PHI.

MMA 202: BUSINESS ENVIRONMENT: RETAIL, PRIMARY AND SECONDARY MARKETS

UNIT I RETAIL ENVIRONMENT

- Marketing and retail environment
- Types and factors of retail environment
- Green marketing
- Indian scenario in retail environment

UNIT II EVALUATION OF BUSINESS OPPORTUNITY

- Business opportunity identification
- Issues affecting entrepreneurship in action
- Evaluation of business opportunity and threat
- Marketing management in entrepreneurship

UNIT III PRIMARY AND SECONDARY MARKETS

- Money market and its operations
- Primary market and operations
- Secondary market and operations
- SEBI – objectives, functions
- SEBI's role in primary and secondary market

Suggested References:

1. The Financial Sector in India, Chakrabarti Rajesh, OUP.
2. Capital Markets, Fabozzi, Frank J, Modigliani, Franco, Prentice-Hall Of India Private Limited
3. Security Analysis and Portfolio management, Pandian P, Vikas Publishing.
4. Marketing Management, Philip Kotler, Pearson.
5. Business Environment, Upadhyay Saroj, Asian Books.
6. Entrepreneurship development and small business enterprise, P. Charanthimath, Pearson.
7. Entrepreneurship, Hisrich Peters and others, Tata McGraw-Hill.
8. Entrepreneurship Theory process and practice, Kuratko.

MMA 203: BUSINESS PERSPECTIVES: RISK, RETURN AND ORGANISATIONAL STRUCTURE

UNIT I RETAIL STRUCTURE

- **Concept of retail structure**
- **Nature of retail structure**
- **Classification of retail organizations**
- **Setting up a retail organization**
- **Organizational pattern in retailing**

UNIT II PREPARATION OF BUSINESS PLAN

- **Business plan concepts**
- **Components of a business plan**
- **Preparing operational plans**
- **Writing a business plan**

UNIT III RISK AND RETURN IN BUSINESS

- **Concept of risk and return**
- **Nature and sources of risk**
- **Need for risk management**
- **Classification of risk**
- **Risk measurement**
- **Risk management**

Suggested References:

1. **Financial Strategy And Risk Management, Seethapathi, K, Banerjee, Arindam, Icfai University Press.**
2. Retail Management, Tuli, Bajaj and others, OUP
3. Retail Management- A strategic approach, Berman Barry, PHI.
4. **Risk Management : (For CAIIB Examinations), McMillian India.**
5. **Financial Risk Management, Dun & Bradstreet, Tata McGraw Hill**
6. **The successful Business plan, Abrams Rhonda, PHI**

MMA 204: STRATEGIC MANAGEMENT: PLANNING, STOCK ANALYSIS AND SERVICE STRATEGIES

UNIT I STRATEGIC MANAGEMENT AND SERVICE STRATEGIES

- **influencing strategies in retailing**
- **team building approach in retailing**
- **strategic planning in retailing**
- **global retailing**
- **store based strategy**
- **customer service strategy**

UNIT II STRATEGIC PLANNING IN BUSINESS

- **value of strategic planning**
- **implementation of strategic planning**
- **overall planning process and strategic matrix model**

UNIT III STOCK ANALYSIS

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- factors in stock analysis
- valuation of equity and preference
- analysis of financial statements
- concepts of EVA and MVA

Suggested References:

1. Retail Management, Tuli, Bajaj and others, OUP
2. Retail Management- A strategic approach, Berman Barry, PHI.
3. Retail Marketing Management, Gilbert David, Pearson.
4. Entrepreneurship, Hisrich Peters and others, Tata McGraw-Hill.
5. Entrepreneurship Theory process and practice, Kuratko.
6. Strategic Entrepreneurship, Gupta P.K, Everest.

MMA 205: MARKET RESEARCH TECHNIQUES AND APPLICATIONS

UNIT I: INTRODUCTION TO MARKET RESEARCH

- Marketing Research- definition
- Classification of Marketing Research
- The Marketing Research Process.
- Role of Marketing research.

UNIT II: DEFINING THE MARKET RESEARCH PROBLEM AND DEVELOPING AN APPROACH.

- Importance of Defining the problem .
- Environmental context of the Problem .
- Management decision Problem and Market research Problem

UNIT III : RESEARCH DESIGN FORMULATION

- Exploratory Research
- Descriptive research
- Causal Research

UNIT IV : MEASUREMENT AND SCALING(COMPARATIVE TECHNIQUES)

- Introduction to Primary scales of Measurement
- Nominal Scale
- Ordinal Scale
- Interval Scale
- Ratio scale
- Comparative Scaling Techniques

UNIT V : SAMPLING TECHNIQUES

- Basics of Sampling
- Probability Sampling Techniques
- Non probability Sampling Techniques
- The sampling Distribution
- The Confidence interval Approach

UNIT VI :

- Data Preparation
- Data Cleaning
- Frequency Distribution , Cross tabulation and Hypothesis Testing
- Correlation and Regression

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UNIT VII : MULTIVARIATE DATA ANALYSIS

- Discriminant Analysis
- Factor analysis
- Cluster Analysis
- Multidimensional Scaling
- Conjoint Analysis

UNIT VIII PRACTICAL APPLICATION USING COMPUTER SOFTWARE

Suggested References

1. Marketing Research :An Applied Orientation Prentice Hall India ,N.K.Malhotra
2. Research for Marketing Decision , Green Tull and Albaum , PHI
3. Research Methodology : A step by step Guide for Beginners , Ranjit Kumar
4. Research Methodology :Methods and Techniques , CR Kothari New Age
5. Marketing Research Theory and Practice ,V.B.Belur, Himalaya Publishing
6. Marketing Research G.C.Beri Tata Mc Graw Hill.

MMA 206: LAW, TAXATION AND THE ROLE OF SEBI

UNIT I COMMERCIAL LAW

- Law of contracts
- Negotiable Instruments Act

UNIT II INDUSTRIAL LAW

- Factories Act
- Industrial Disputes Act
- Payment of Wages Act
- Workmen's Compensation Act

UNIT III COMPANY LAW

- Incorporation and formation of a company
- Raising finance
- Meetings of a company

UNIT IV TAXATION

- Basic concepts in tax
- Residential status of an assessee
- Income from Profits and Gains of Business or Profession
- Income from Capital Gains
- Deductions from total income
- Computation of Total Income of an assessee
- Computation of Tax of individual assessee

UNIT V SEBI AND CORPORATE GOVERNANCE

Reference:

1. Direct Taxes, Lal, B B, Vashisht, Nitin, Pearson Education
2. Direct and Indirect Taxes, Mundhra and Mundhra, Law Point
3. Commercial and Industrial Law, Sen and Mitra, World Press
4. Elements of Mercantile law, Kapoor N.D

MMA 207: STATISTICS AND ECONOMETRIC METHODS I

UNIT I :

- Introduction to Basic Statistics
- Dispersion.
- Moments
- Index Numbers

UNIT II

- Theory of Probability
- Theoretical Distribution---Binomial , Poisson and Normal
- Theory of sampling
- Estimation
- Practical application using Computer Software.

UNIT IV

- Correlation
- Regression : Basic Concepts
- Time series analysis

Suggested References :

1. Statistical methods in Commerce, Accountancy And Economics , N.G.Das
2. Business statistics, D. M. Levine
3. Business statistics, G.C. Beri
4. Introduction to Statistics , R.P.Hooda .
5. Schaum outline of theory and Problem of Statistics ,R,Bernstein, S.Bernstein, Mc Graw Hill.
6. Schaum outline of theory and Problem of Statistics ,R,M .Spiegel, L.J.Stephens
7. Basic Stastics I , Goon,Gupta Dasgupta.
8. Basic statistics II Goon,Gupta Dasgupta,

MMA 208: STATISTICS AND ECONOMETRIC METHODS II

UNIT I : INTRODUCTION TO ECONOMETRICS.

- Econometrics : Meaning and definition

UNIT II :SINGLE EQUATION REGRESSION ANALYSIS.

- The nature of Regression analysis
- Simple and Multiple Regression Analysis
- Basic Ideas related to regression analysis.
- Logistic Regression

UNIT III: TWO VARIABLE REGRESSION MODEL

- The Method of Least Squares.
- The Classical linear Regression Model.
- The assumptions underlying the method .
- Least Square Estimators .
- Properties of Least square Estimators..

UNIT IV: CLASSICAL NORMAL LINEAR REGRESSION MODEL

- Properties of OLS estimator under Normality assumption.

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- The Method of Maximum Likelihood ,

UNIT V: TWO VARIABLE LINEAR REGRESSION MODEL

- Interval estimation : Some basic concepts.
- Confidence intervals for estimation
- Hypothesis Testing : The confidence interval Approach.
- Hypothesis Testing : The Test of Significance Approach.

UNIT V: RELAXING THE ASSUMPTIONS OF THE CLASSICAL MODEL.

- Multicollinearity: what happens if the regressors are correlated?
- Heteroscedasticity: What happens if the error variance is non-constant?
- Autocorrelation: What happens if the error terms are correlated?

Suggested References

1. Econometric Methods , J. Johnston , Mc Graw Hill..
2. Econometrics , G.S. Maddala , Mc Graw Hill..
3. Introduction to Econometrics , G.S. Maddala , John Wiley and Sons
4. Basic Econometrics , D.N. Gujarati , Tata Mc Graw Hill

MMA 209: RESEARCH METHODOLOGY I

UNIT I : INTRODUCTION

- Meaning of Research
- Objectives of Research
- An overview of the research process

UNIT II: RESEARCH DESIGNS

- Meaning of Research Design.
- Need for Research Design.
- Important concepts relating to Research design.
- Different Research Designs.

UNIT III: SAMPLING DESIGNS

- Concept of a sampling design
- Steps in sampling Design
- Criteria for selecting a Sampling Procedure
- Different types of Sampling Designs.

UNIT IV : DATA COLLECTION

- Types of Data
- Methods of Data Collection
- Sources of secondary Data
- Collecting Data Using Attitudinal Scales

UNIT V :

- Analysing Quantitative Data
- Parametric Tests or standard Test of Hypothesis
- Chi- Square Tests
- Analysis of Variance and Covariance

UNIT VI : REPORT WRITING AND PRESENTATION.

UNIT VII: PRACTICAL APPLICATION USING

COMPUTER SOFTWARE

**West Bengal University of Technology
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Suggested references:

- Social research method , David Doley , PHI
- Research for Marketing Decision , Green Tull and Albaum , PHI
- Research Methodology : A step by step Guide for Beginners , Ranjit Kumar
- Research Methodology :Methods and Techniques , CR Kothari New Age
- Business research method , R.D.Cooper ,S.P.Schindler Tata Mc Graw Hill

MMA 210: RESEARCH METHODOLOGY II

UNIT I RESEARCH METHODS

- Major methods in OB and HR research
- Qualitative research
- Formation of Questionnaire
- Collection of Primary Data

UNIT II OB RESEARCH

- Measurement of
 - Work attitude
 - Job satisfaction
 - Job Stress
 - Individual motivation
- Know yourself
 - Applying Johari Window
- Personality test
 - Psychometric Test
- Research on Organisational Culture
 - Measuring OCTAPACE

UNIT III HR RESEARCH

- Evaluation of Training
- Performance Assessment
- Structured interviewing

UNIT IV PRACTICAL APPLICATION USING COMPUTER SOFTWARE

Suggested References:

6. *Social Research Methods: Qualitative and Quantitative Approaches*, By H. Russell
7. Marketing Research G.C.Beri Tata Mc Graw Hill.
8. *Marketing Research- An application orientation*, N. K. Malhotra, Pearson
9. *Organizational Behaviour*, Stephens P Robbins, Prentice Hall
10. Organizational behaviour, Fred Luthans, Mc Graw Hill,
11. Human Resource Management, VSP Rao, Excel Books

MMA in Entrepreneurship and MSME

SEMESTER III

SYLLABUS

ESB 301 : MSME –GROWTH AND DEVELOPMENT.

UNIT I : INTRODUCTION TO MSMEs,

- Concept of MSMEs
- Evolution of MSMEs
- Characteristics of MSMEs
- Advantages of MSMEs and their role and significance in economic development.
- Policies for MSMEs and Scope of MSMEs in India .

UNIT II: CHALLENGES AND OPPORTUNITIES OF MSMEs

- Challenges and Opportunities of MSMEs in the current scenario
- Problems of and Prospects of SSI/ MSMEs
- Performance of MSME/ SSI Sector .

UNIT III: GLOBALISATION OF MSMEs.

- Concept of Globalization and Liberalization.
- Impact of Liberalization and globalization on MSMEs
- Some issues in the context of Vitalization of MSMEs for growth and development.
- Role of SSI/ MSMEs in a global economy
- Future Growth of Global SMEs

UNIT IV : GROWTH and DEVELOPMENT of MSMEs

- Basic concepts of Growth
- Pattern of Growth of MSMEs
- Types of SMEs and the growth structure.
- MSMEs as a driving force in economic development.
- Demand aspect for MSMEs .
- Promotion and Development of MSMEs.
- Sustaining the growth and development in the MSMEs .
- MSMEs in the Service Sector .

UNIT V :WTO AND MSMEs

- WTO : An Overview.
- Functions of WTO
- WTO Agreements
- Impact of WTO on MSMEs,.
- WTO and some vital issues for MSMEs

Suggested Reference

1. Management of a small scale- industry ', Vasant Desai Himalaya Publishing
2. Small scale industries and entrepreneurship , Vasant Desai Himalaya Publishing
3. Entrepreneurship Development , Small Business Enterprises' ,: Poornima M Charantimath Pearson Education
4. Business Environment and Policy , Francis Cherulinius , Himalaya Publishing House .
5. Small Industries in India :, Policies and Perspectives in the Indian Context, B, Yerram Raju , Excel Books
6. Small and Medium Enterprises: Challenges and opportunities , J.S Juneja AIMA Excel Books

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7. Indian Economy , Dutt and Sudaram S.Chand
8. Entrepreneurship and Small Business J.S Saini and S .K. Dhamija , New Delhi Rawat
9. Small Business and Industry , J.C.Verma, Gurpal Singh
10. SMEs: Key Drivers For Growth, Amit Singh Shishodiya , J.N.Rao, ICFAI University Press

ESB 302 :CLUSTER DEVELOPMENT

UNIT I : CONCEPT OF CLUSTERS

- Industrial Clusters : Meaning and concept
- Introduction to Cluster development in India
- Classification of Clusters.
- Characteristics of Clusters.

UNIT II :CLUSTER DEVELOPMENT

- Cluster development Programme by UNIDO and SIDBI
- Sustainability of Cluster Development Process
- Horizontal and Vertical Networks and Networking Approach of UNIDO
- Emergent Pattern of Cluster .
- SME Clusters in India and Related Development issues .
- Clusters as market Organization
- Industrial Clusters in India

UNIT III : ADVANTAGES OF CLUSTER APPROACH

- Advantages of Cluster approach.
- Empowering through Cluster development .
- Current situations of the Cluster development Programme
- Institutions in cluster development
- Role of clusters in Economic development

UNIT IV : CASES

- Case studies on Cluster development in India (Hosiery, Food processing , Woollens , Handloom , Handicrafts)

Suggested References :

1. Small and Medium Enterprises: Challenges and opportunities , J.S Juneja AIMA Excel Books
2. Small scale Industry In India : Large Scale Exit Problem Edited by Bibek Debroy Laveesh Bhandari Academic Foundation
3. Cluster sin Urban and Regional Development ,Andy Cumbers(Editor) , Danny McKinnon ,OUP
4. SMEs: Key Drivers For Growth, Amit Singh Shishodiya , J.N.Rao, ICFAI University Press

ESB 303 : SUBCONTRACTING AND GLOBAL ANCILLARISATION

UNIT I :SUBCONTRACTING

- Introduction to Subcontracting
- Rationale of subcontracting.
- Evolution of Subcontracting

UNIT II : SUBCONTRACTING IN INDIA

- Incidence of Subcontracting.
- Sectoral pattern of Subcontracting
- Subcontracting : Government Policies and Programmes.
- Benefits and Problems of Subcontracting

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- Technological Improvements through Subcontracting.

UNIT II: ANCILLARISATION

- Ancillary industries :Concept and definition
- Classification of Ancillary industries

UNIT III: GROWTH OF ANCILLARISATION

- Growth and development of Ancillarisation.
- Constraints to the Growth of ancillarisation

UNIT IV. GLOBAL ANCILLARISATION

- Global Ancillarisation : Concept
- Global strategic alliances
- Relevance of Ancillarisation in the context of globalization and emerging Trade relation.

Suggested References

1. Managing Industrial Subcontracting , Satyaki Kumar Ray, Arindam Mukherjee,
2. Managing industrial economy: A study of Ancillarisation by Balbir Singh
3. Anmol Publications
4. Global Ancillarisation of Small and Medium Enterprises: The Role and Development of Ancillary Industries , Suman Mukerjee(Article)
5. Small Industry development in India , C.Surya Narayana, K.V. Mohan , Anmol Publications

ESB 304 TECHNOLOGY UPGRADATION AND QUALITY ASSURANCE.

UNIT I TECHNOLOGY UPGRADATION

- Technological Capacity Building for Industrial Competitiveness.
- Transfer of Technology
- Investment related Technology transfer of Foreign Direct investment
- Technology Management Issues

UNIT II : TECHNOLOGY STRATEGY AND TECHNOLOGY POLICIES.

- Paradigm Shift in Technology Strategy in Developing Countries
- Technology Policy
- Harnessing Technology for SMEs.

UNIT III: QUALITY AND QUALITY ASSURANCE

- Concept of Quality and Total Quality Management
- Quality Management principles and Quality System standards.
- Requirement of Quality Management Systems.
- Requirements of ISO 9001 .

UNIT IV : MANAGING TECHNOLOGICAL INNOVATION

- The process of Innovation
- Innovation and Creativity
- Sources of Innovative Opportunity
- Managing Innovation
- Technological Innovation
- Need and Framework for Innovation

UNIT V : INTELLECTUAL CAPITAL AND COMPETITIVE STRATEGIES

- Concepts of Intellectual capital.
- Knowledge Management and Intellectual Capital.

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- Components and Tenets of competitive Strategies ..
- Strategic Factors of Production.

Suggested Reference

1. Small scale industries and entrepreneurship , Vasant Desai Himalaya Publishing House
2. Entrepreneurship Development , Small Business Enterprises' ,; Poornima M Charantimath Pearson Education
3. Business Environment and Policy , Francis Cherulinius , Himalaya Publishing House
4. Business Innovation In the 21st Century Praveen Gupta , S.Chand
5. Innovation and Entrepreneurship by Peter F. Drucker
6. Small and medium enterprises: challenges and opportunities J. Juneja
7. Business Environment and Policy , Francis Cherulinius , Himalaya Publishing House
8. Intellectual Capital And Knowledge Management ,Roos Goran , Jutur, Sharath, ICFAI University Pre

ESB 305 : FINANCING MSMEs.

UNIT 1 :SOURCES OF FINANCE

- Means of Finance
- Central level institutions / Agencies supporting Small Business Enterprise .
- State level institutions / Agencies supporting Small Business Enterprise .
- Other institutions / Agencies supporting Small Business Enterprise .
- Industry associations

UNIT II: FINANCIAL MANAGEMENT FOR MSMEs

- Capital Structure
- Taxation benefits for MSMEs

UNIT III : VENTURE CAPITAL AND PRIVATE EQUITY

- Basis concept of Venture Capital.
- Financing a Venture
- A Venture Capital Company and its profile .
- Private equity : What is it?
- Venture Capital and Private Equity in India

UNIT IV : REAL ESTATE ENTREPRENEURSHIP

- Introduction to Real Estate Entrepreneurship.
- Real Estate Finance and Investment
- Real Estate Development.

Suggested References

1. Small scale industries and entrepreneurship , Vasant Desai Himalaya Publishing House
2. Entrepreneurship Development , Small Business Enterprises' ,; Poornima M Charantimath Pearson Education
3. Small Industries in India ,; Policies and Perspectives in the Indian Context, B, Yerram Raju , Excel Books
4. Small scale Industry In India : Large Scale Exit Problem Edited by Bibek Debroy Laveesh Bhandari Academic Foundation
5. Management of a small scale- industry ' , Vasant Desai Himalaya Publishing
6. Venture Capital Financing in India , J.C.Verma , Response Books
7. What Every Real Estate Investor Needs to Know about Cash Flow... And 36 Other Key Financial Measures , Frank Gallinelli
8. Financing of Small and Medium Enterprises G.Gopala Krishna Murthy , ICFAI University Press
9. Confessions of a Real Estate Entrepreneur , James. A. Randel Mc Graw Hill.

ESB 306 STRATEGIES FOR MSME INTERNATIONALISATION.

UNIT I. INTERNATIONAL MARKETING ENVIRONMENT

- Analyzing the International Business environment and cultural aspect for identifying opportunities and threats.
- Mode of entry for the MSMEs.

UNIT II : INTERNATIONAL MARKETING MANAGEMNT FOR MSMEs

- Pricing system in the international market
- Product development for small industries in international marketing
- International Distribution System
- International promotion and advertising

UNIT III: INTERNATIONALIZATION OF MSMEs.

- Concepts and Practices of MSME Internationalization.
- Factors Sustaining MSME Internationalisation.
- Problems of Internationalisation of MSMEs.
- Reasons for Failure in the international market..

UNIT IV: EXPORT PROMOTION

- Export Promotion and Import Substitution for SSI / MSMEs
- Rules and Regulations for Export and Import in small industries
- EXIM policy for MSMEs and export potential of MSMEs in world markets
- Indian institutions and facilities to promote exports.

UNIT V: MSME INTERNATIONALISATION ----STATREGIES .

- Globalization and Competitiveness
- Porter's Five forces Model
- Porter's Generic Strategies
- Developing Global marketing strategies

Suggested Reference

1. Small scale industries and entrepreneurship , Vasant Desai Himalaya Publishing House
2. Entrepreneurship Development , Small Business Enterprises' ,; Poornima M Charantimath Pearson Education
3. Economic development and International Marketing Vipin , Cyber Tech Publications
4. Entrepreneurship RD Hisrich and Others TMG
5. International Marketing R Srinivasan, Prentice Hall India
6. Multinational Marketing Management ,Warren J Keegan ,Prentice Hall
7. Global Strategic Management Kamel Mellahi, J.George Frynas Paul.Finlay .
8. Business Policy and Strategic Management , Azhar Kazmi Tata Mc Graw Hill
9. Globalization and Business , John .D.Daniels, Lee H Radebaugh , Daniel.P.Sullivan,
PHI

ESB 307 : SICKNESS AND CLOSING A BUSINESS

UNIT I: MEANING

- Meaning and definition of Sickness
- Dimensions of the problem of industrial sickness
- Causes of Sickness/ Incipient sickness
- Symptoms of sickness

UNIT II : REMEDIES OF SICKNESS

- Problems of identification of sickness
- Remedies and cures of sickness .

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UNIT III :REHABILITATION PROGRAMME

- Role of BIFR
- General and Revised guidelines for rehabilitation of sick SSI units
- Exit Policy for the sick SMEs

UNIT IV CASE STUDIES ON INDUSTRIAL SICKNESS .

Suggested Reference

1. ‘ Small Scale Industries and Entrepreneurship- ’ Vasant Desai , himalaya Publishing House .
2. Small Industry and Developing Economy in India , R .V Rao, Concept : New Delhi
3. ‘Entrepreneurship Development , Small Business Enterprises’ : Poornima M Charantimath Pearson Education
4. ‘Small Industries in India : Policies and Perspective In The Emerging Context ’ B .Yerram Raju Gift excel Series.
5. Revival Of Small Scale Sick Industries Nayak, S C, Khan, M Altaf
6. ‘Small industry ---Policy in India ’ Nasir Tayabji OUP

ESB 308 : DOING BUSINESS

UNIT I

- Cases on Real Life Entrepreneurs.
- Competencies and traits of an Entrepreneur ---Cases
- Identification of Business Opportunities ----Cases
- Creativity and Problem Solving----- Cases
- Communication and Leadership Styles
- Entrepreneurial Strategies

UNIT II : PUTTING A BUSINESS PLAN TO WORK

- Appraising a Project .
- Making a Business Plan.----*Case studies*
- Analyzing Business models.
- How to get a Competitive Edge over the competitors

UNIT III : HOW TO DO BUSINESS ?

- Starting a Business
- Employing workers
- Getting Credit and Paying Taxes
- Enforcing contracts
- Trading Across Borders
- Doing Business ----Removing Obstacles to Growth
- Cross country Comparisons --
- Doing Business in India -----Case Study

UNIT IV : CASES ON SMALL INDUSTRIES IN INDI A

- Health Products
- Food Processing
- Automotive Components
- Plastics
- Electronics
- Garments and Textiles
- Silk
- Pharmaceuticals

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- Cast alloys

Suggested References

1. Small Industries in India : Policies and Perspective In The Emerging Context ' B .Yerram Raju Gift excel Series
2. Entrepreneurship R.D Hisrich , Peters and Others ,TMG
3. Entrepreneurs Talent, Temperament , Technique, Bill Bolton , John Thompson, Butterman Heinemann
4. Fundamentals of Entrepreneurship,, S.K Mohanty,
5. Entrepreneurship Management , Aruna Kaulgud , Thompsom and Vikas
6. Doing Business : World bank Report on Doing Business Project

ESB 309 : FAMILY BUSINESS MANAGEMENT

UNIT I : INTRODUCTION TO FAMILY BUSINESS

- Concept and definition of family Business .
- Real Life examples
- Role and importance of family Business
- History of family business .
- Developmental model of family Business
- Responsibilities and Rights of family Shareholders of a Family Business

UNIT II : TYPES OF FAMILY BUSINESS.

- The Three Circle Model of Family Business
- The Family Business System Governance

UNIT III : SUCCESSION IN FAMILY BUSINESS

- Trends in the growth of successors in Family Business
- Succession Plan.
- Succession Planning Obstacles in Family Business .
- Succession---The Ways to Ease Transition.

UNIT IV: STRATEGIC MANGEMENT OF THE FAMILY BUSINESS .

- Strategic Management Process.
- Goals and objective
- Strategic formulation and content.
- Strategic implementation .
- Strategic Evaluation and Control.

UNIT V:SUSTAINING FAMILY BUSINESS.

- Causes of Pitfalls of the Family Business
- Sibling Rivalry in Family Business .: Key Issues
- Managing family Conflict
- Strategies for Improving the Capability of a family Business
- Improving family business performance
- Management Development Plan in Family Business
- How to save a Family Business.

Suggested Reference

1. 'Entrepreneurship Development , Small Business Enterprises' : Poornima M Charantimath Pearson Education
2. 'Sustaining The Family Business : An Insider's Guide to Managing Across Generations' . Marshall .B. Paisner Pursues Publishing .

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3. 'Strategic Planning for Family Business', Randal .S .Carlock and John L.Ward , London : Palgrave MacMillan.
4. 'Why Companies Fail' 1st edition, New York Crown Business .
5. Small Business and Industry , J.C Verma , Gurpal Singh

ESB 310 : E BUSINESS IPRs and ERM

UNIT I : E BUSINESS IN SMEs

- Introduction to E -Business and E -Commerce .
- Legal and Ethical Issues of E-Business.
- Benefits and use by Small Business
- Barriers to Use.
- E Business use by different sectors and Policy implication.

UNIT II : ENTERPRISE RESOURCE MANAGEMENT

- Introduction to and ERM and ERP.
- Role and Importance of ERP .
- Risks and Benefits of ERP
- ERP and Related Technologies
- Business Process Reengineering .

UNIT III : OUTSOURCING

- Basic concept of Outsourcing.
- Types of Outsourcing
- Advantages and Disadvantages of Outsourcing

UNIT IV : BUSINESS PROCESS OUTSOURCING (BPO)

- Role and Significance of BPO
- Scope and Challenges of BPO s in India
- Need for Business Process Outsourcing .
- Economic or Non Economic factors Influencing make or buy Decisions
- Knowledge Process Outsourcing .

UNIT V : INTELLECTUAL PROPERTY RIGHTS (IPRs)

- Intellectual property : What is it?
- Different kinds of IPRs
- New Information Technology and Intellectual property.
- Intellectual property Issues

Suggested References :

1. Global Strategic Management Kamel Mellahi, J.George Frynas Paul.Finlay .
2. Enterprise Resource Planning , Alexis Leon , Tata Mc Graw Hill
3. Entrepreneurship , R,D Hisrich Peters and others Tata Mc Graw Hill
4. Business Process Outsourcing S.Nakkiran D. John Franklin , Deep and Deep publication Pvt ltd.
5. Business Policy and Strategic Management , Azhar Kazmi Tata Mc Graw Hill
6. Small Business and Industry--- A Handbook for Entrepreneurs , J.C.Verma , Gurpal Singh.
7. Outsourcing and Insourcing In An International Context , Marc J Schniederjans , Ashlyn M Schniederjans ,Dara G. Schniederjans Prentice Hall of India
8. Microsoft small Business Kit , j.L.Krotz, J.Pierce, Ben Ryan PHI

MMA IN RETAIL AND BUSINESS

SEMESTER III

SYLLABUS

RM 301: AGRICULTURAL ECONOMY AND TRADE

UNIT I AGRICULTURAL ECONOMY

- Concept of Agricultural Reform
- The place of Agriculture in the National Economy
- National agricultural policy
- Land market and Tenure
- Green revolution
- Agricultural diversifications and productivity

UNIT II AGRICULTURAL TRADE

- Basic concept of agricultural trade
- Agricultural new trade agenda
- Agricultural trade policy
- Economic recovery and agricultural trade reforms
- Current status of agricultural trade reforms
- The climate for further reform of agricultural trade

Suggested References:

1. Datt and Sundharam, Indian Economy, S Chand
2. Reddy Raghuram, Sastry, Bhavani Devi, Agricultural Economics, Oxford
3. Lekhi and Singh, Agricultural Economics, Kalyani Publishers
4. Harish Damodaran, Green Revolution Fatigue- Have Yields begun to plateau?, Business Line
5. Hanumantha Rao, Agricultural Growth and Stagnation in India
6. World Development Report, World Bank
- 7.

RM 302: AGRO MANAGEMENT

UNIT I AGRICULTURE AND AGRIBUSINESS

- Introduction to Agribusiness
- Consumer Behavior and Demand.
- Production Costs, Supply, and Price Determination
- Competition and the Market.
- Marketing Agricultural Commodities.

UNIT II AGRO MANAGEMENT

- Basic concept of agro management

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- Growth and future of agro management
- Development of agro-based industries
- Problems and prospects of agro based industries.

UNIT III PLANNING STRATEGIES IN AGRO MANAGEMENT

- Strategies in agro management
- Functional planning strategies and assessing
- Marketing role in strategic planning

UNIT IV E-AGRIBUSINESS

- Introduction - The Balancing Act
- Creating Value in the E Agribusiness World
- Agri-food Chains in the E World
- Final Thoughts - Future Proofing

Suggested References:

1. Agricultural Marketing in India, Acharya and Agarwal, Oxford
2. Principles of Management in Agribusiness, Duft K D, Reston Publishing Company, Virginia, USA
3. Agricultural Economics and Agribusiness, Cramer, Gail L. / Jensen, Clarence W. / Southgate, Douglas D., John Wiley & Sons, Inc
4. K P Bryceson , E Issues in Agribusiness: The What, Why and How, CABI July 2006
5. Agro Management by Luis Alberto Martinez
6. Co-Operative Agri-Business Management, A.N. Sarkar ,Everest

RM 303: MARKETING AND PRICING

UNIT I RURAL MARKET

- Nature and profile of rural market
- Traditional and modern traders
- Retailers as a route of the rural market

UNIT II RURAL CONSUMERS

- Buying behaviour of rural consumers
- Personality types of rural consumers

UNIT III PRICING POLICY

- Price determination
- Traditional and modern trends in market pricing
- External influences on retail pricing
- Developments in retail prices

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Suggested References:

1. Rural Marketing, Gopaldaswamy
2. Rural Marketing , Velayudhan Sanal Kumar
3. Retail Management Bajaj, Tuli, Srivastava Oxford
4. Marketing Management, Philip Kotler , Pearson
5. Principles of Marketing, Philip Kotler & Armstrong
6. Marketing: A Strategic Orientation, S K Grover,

RM 304: ORGANISATIONS AND INTERNATIONAL TRADE

UNIT I ORGANISATIONS

- Various Trade organizations
- Regional & international agreements
- Pattern of agricultural trade
- Concept and origin of farmer organisation
- Role of co-operative organisation

UNIT II INTERNATIONAL BUSINESS

- Nature of international business
- Social responsibilities and ethical issues in International Business

UNIT III INTERNATIONAL TRADE

- Nature, scope and structural compositions of international trade
- Communication types and directions in international agricultural trade
- Problems regarding changes in International trade
- Coping strategies
- Market analysis & foreign market entry strategies
- Trade barriers and International Distribution strategies

Suggested References:

1. The Oxford handbook of international business, Rugman, A M & others, OUP
2. A Handbook of International Trade in Services, Edited by Aaditya Mattoo, Robert M. Stern, Gianni Zanini, 2007
3. International business, Czinkota, M R & Others, Thomson South-Western
4. International management: managing across borders and cultures, Deresky, PHI
5. International business: environments and operations, Daniels, J D & others, Pearson
6. International business , Woods & Margaret, Palgarve
7. International Business, K. Aswathapa, McGraw Hill

RM 305: FOOD SECURITY AND MARKETING RULES AND REGULATION

UNIT I FOOD SECURITY

- Basic concept of food security
- Food self-sufficiency and food security

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- Public distribution system and its impact on poverty
- World Food Summit
- Achieving food security
- Risks to food security

UNIT II MARKETING RULES AND REGULATION

- Consumer protection Acts
- Fairness in Advertising
- Laws and Ordinances related to Marketing
- International regulations in international trade
- Licensing and E-trading

Suggested References:

1. Sustainable Food Security for All by 2020 -- Proceedings of an International Conference, September 4–6, 2001 • Bonn, Germany
2. The Secret Rules Of Successful Marketing by Nelems Jim
Publisher: Longstreet
3. Phrases That Sell by Werz Edward
Publisher: McGraw-Hil
4. Agriculture, Food Security, Poverty, and Environment , : C. H. Hanumantha Rao
5. Marketing Management, Philip Kotler , Pearson

RM 306 RETAILING AND CUSTOMER CARE MANAGEMENT

UNIT I RETAILING

- Introduction to retail marketing
- National to international retailing
- Global challenges in retailing
- Society and Cultural aspect of International retailing
- Retail advertising
- Real life cases and recent publications

UNIT II CUSTOMER CARE MANAGEMENT

- Nature and Importance Customer service in a world class organisation
- Strategies to turn a first time buyer into a life time customer
- Ways to achieve customer delight
- Types of customers and ways to handle them

UNIT III MEASUREMENT OF CUSTOMER SERVICE

- Customer service climate assessment scale (CSAS)
- Service audit form and its implication

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Suggested References:

1. Retail management , Berman, Barry, PHI
2. Retail marketing management , Gilbert, David, Pearson
3. Retail management Bajaj, Chetan & others, Oxford UP
4. The Art Of Retailing, Lamba, A J
5. How To Win And Keep Big Customers by Steve Kaplan
6. What Customers Really Want by Mckain Scott ,Publisher: NELSON
7. Customer Service Excellence ,Publisher: Tata McGraw-Hill
8. CRM At The Speed Of Light - Third Edition by Greenberg Paul , Publisher: TATA MCGRA

RM 307 RETAIL PERFORMANCE , LOGISTICS AND MANPOWER PLANNING

UNIT I RETAIL PERFORMANCE

- Measuring performance and Productivity of Staff
- Scheduling Employees - Factors for the Retail Manager
- Tracking Retail Sales
-

UNIT II RETAIL EVALUATION AND DESIGN

- Atmospheric
- Store layout
- Retail Space Management
- Store planning in Organized Retailing

UNIT III LOGISTICS

- Logistics for business excellence
- Value added logistical services
- Logistical packaging
- Logistics design for distribution channel
- Logistics outsourcing

UNIT IV MANPOWER PLANNING

- Nature and significance of Manpower planning
- Factors affecting HR planning
- The planning process
- Barriers in HRP
- Requisites for successful HRP
- Impact of Manpower Planning in Retail Sectors

Suggested References:

1. Retail management , Bajaj, Chetan & others, Oxford UP
2. Retail marketing management , Gilbert, David, Pearson
3. Case studies in retail management, ICFAI
4. Retailing : concepts and cases (Vol-2), K. Suresh,
5. Basics of distribution management: a logistics approach, Kapoor, S K, PHI
6. Logistics and supply chain management:cases & concepts , Raghuram & Rangaraj, Macmillan
7. Management Science Approaches to Manpower Planning and Organization Design by Charnes A., W. W. Cooper, William W. Cooper

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8. Human resource management: text and cases , VSP Rao ,Excel Books

RM 308 MARCHENDISING AND CHANNEL MANAGEMENT

UNIT I RETAIL MARCHANDISING

- Product management in retail sector
- Brand management and retailing
- Constraining factors
- Implementation of merchandise planning in various retail sectors
- Brand merchandising strategies

UNIT II RETAIL BUYING

- Concepts of Retail Buying
- Factors related to Retail buying
- Comparative study on Retail buying behaviour
- Case Studies

UNIT III CHANNEL MANAGEMENT

- Structure of marketing channels of commodity products
- Multi-channel Retailing
- Major channel management decision
- Evaluate channel alternatives

Suggested References:

1. Retail management , Bajaj, Chetan & others, Oxford UP
2. Retail marketing management , Gilbert, David, Pearson
3. Merchandising: concepts and cases ,Sreedhar, GVS, ed ICFAI
4. Distribution channel management: issues and applications ,
K Suresh, ICFAI

RM 309: COMMODITY MARKETING

UNIT I COMMODITY

- Commoditization
- Non-conventional commodities

UNIT II COMMODITY MARKET

- Demand and supply
- Consumption pattern
- Indian Commodity Market

UNIT III COMMODITY EXCHANGES

- Nature and Scope of commodity exchanges
- National Food Exchange

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UNIT IV COMMODITY MARKETING

- Branding Commodity Products
- Roles and functions of intermediaries
- Retailers' Pricing and Commodity Marketing Strategies
- Commodity Segmentation and Sizing
- Understanding Buying Strategies and Issues Regarding Commodities

UNIT V AGRICULTURAL COMMODITY MARKETING

- Present scenario and future scope
- Case studies

Suggested References:

1. Commodity Marketing: From a Producer's Perspective , Donald G. Chafin Paul H. Hoepner
2. Marketing Agricultural Commodities (Farm Business Management (Textbooks)), by John Deere
3. Commodities are Red Hot!, By Learn Futures on Jan 8, 2008
4. [Commodity Market Reforms: Lessons of Two Decades](#) - all 2 versions, T Akiyama -
5. Branding Commodity Products
6. Retail Values of U.S. Agricultural Commodities, Economics, National cotton Council of America

RM 310 SUPPLY CHAIN MANAGEMENT

UNIT 1 INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

- Conflicts in traditional supply systems
- Role of Materials Management
- Supply Chain Drivers and Metrics

UNIT II SUPPLIER RELATIONSHIP MANAGEMENT

- Sourcing
- Purchasing
- Supplier/ Vendor Management
- Supplier Integration

UNIT III DEMAND MANAGEMENT AND LOGISTICS ENGINEERING

- Forecasting
- Forecasting techniques
- Demand Patterns / Seasonality
- Tracking the forecast
- Network Planning
- Warehouse Management
- Transportation & Physical Distribution

UNIT IV INVENTORY PLANNING & QUALITY MANAGEMENT

- Managing Inventory in Supply Chain
- Total Quality Management
- Quality Cost

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UNIT V TRANSPORTATION , AGGREGATE PLANNING AND STRATEGIC ALLIANCES IN SUPPLY CHAIN

- Third- Party Logistics
- Retailer – Supplier Partnerships (RSP)
- Outsourcing Benefits and Risks
- E-Procurement

UNIT VI INFORMATION TECHNOLOGY FOR SCM AND EMERGING TRENDS IN RETAIL SUPPLY CHAIN

- Goals of Supply Chain Information Technology
- Information Technology Infrastructure
- Integration of Supply Chain IT
- ERP & DSS
- VMI, CPFR, ECR, RFID

Suggested References:

1. Supply chain management, Sunil Chopra and Meindl, Pearson
2. Introduction to supply chain management, Handfield, Robert B
3. Supply chain management: concepts and cases, Altekar, R V
4. Supply chain management : efficiency and performance measurement, Chaturvedi, B. M.; Ed
5. Indian case studies in supply chain management and other learning resources, Mohanty, RP
6. The management of business logistics: a supply chain perspective, Coyle, JJ
7. Retail supply chain management: an introduction, Alagiri, D, ed, ICFAI

MMA IN FINANCIAL ENGINEERING

SEMESTER III

SYLLABUS

FNE 301 INVESTMENT ANALYSIS

UNIT I BONDS ANALYSIS

- Bonds and yield
- Value of bonds

UNIT I I CAPITAL BUDGETING

- Estimation of cash flows of projects
- Making investment decisions using NPV, IRR, PI, Discounted Payback methods
- Investment analysis under inflation

UNIT III LEASE FINANCING

- Operating lease
- Financing lease

UNIT IV VENTURE FINANCING

- Basic concepts
- Financing with strategic investors

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- Joint ventures
- Profile of a venture capital company
- Case studies in venture financing

UNIT V WORKING CAPITAL MANAGEMENT

- Management of inventory
- Management of Receivables
- Management of cash

Suggested References:

1. Financial Management, Prasanna Chandra, Theory and Practice, Tata McGraw Hill
2. Inside the Mind Series: Venture Capitalists, Tata Mc-Graw Hill.
3. Case Problems in Finance, Kester, W Carl, Ruback, Richard S, Tufano, Peter, Tata Mc-Graw Hill.
4. Venture capital financing in India, Verma J.C, Response Books.
5. Working Capital Management Text And Cases, Bhalla, V K, Anmol Publications Pvt. Ltd.
6. Capital Budgeting, Agarwal, N P, Mishra, B K, RBSA Publishers

FNE 302 CAPITAL FORMULATION

UNIT I COST OF DEBT

- Cost of redeemable debt
- Cost of irredeemable debt
- Cost of convertible debt

UNIT II COST OF EQUITY

- Cost of preference
- Cost of equity
- Growth models in valuing equity
- CAPM model in valuation of equity

UNIT I II DIMENSIONS IN DIVIDENDS

- Dividend policy and its determinants
- Legal provisions in declaration of dividend
- Dividend policy of firms
- Dividends and tax

UNIT IV BONUS DIVIDEND

- Issue of bonus shares
- Share splits
- Buy back of shares

UNIT V DIVIDEND THEORIES

- Walter's model
- Gordon's model
- Modigliani-Miller theory of dividend

Suggested References:

1. Corporate Financial Management, Raj, A. Besant C., Tata Mc-Graw Hill.
2. Cases in Financial Management, Pandey I.M, Tata McGraw-Hill.
3. Corporate Dividend Policy, Mahapatra, R P, Mahapatra, K C, Sonali Publications
4. Financial Management, Prasanna Chandra, Theory and Practice, Tata McGraw Hill
5. Financial Management With Problems And Solutions, Kishore, Ravi M, Taxmann

FNE 303 INTERNATIONAL FINANCIAL MANAGEMENT AND PORTFOLIO MANAGEMENT

UNIT I INTRODUCTION TO INTERNATIONAL FINANCE

- Scope of International finance
- Objective of MNCs
- Features of International finance
- Trends of FDI in India

UNIT II INTERNATIONAL MONETARY SYSTEM

- Gold standard
- Bretton Woods system
- Fixed and Flexible exchange rate regime

UNIT III FOREIGN EXCHANGE MARKETS

- Functions of the Foreign exchange market
- Foreign exchange rates
- Arbitrage
- Spot market
- Cross exchange rates
- Forward market
- Interest arbitrage

UNIT IV INTERNATIONAL PARITY CONDITIONS

- Purchasing power parity
- Interest rate parity
- International Fisher effect

UNIT V MANAGING FOREIGN EXCHANGE EXPOSURE

- Types of foreign exchange risk
- Management of translation exposure
- Management of transaction exposure
- Management of economic exposure

UNIT VI MODERN PORTFOLIO THEORY

- Portfolio return and risk
- Efficient frontier
- Optimal portfolio
- Capital asset pricing model
- Arbitrage pricing theory

UNIT VII PORTFOLIO MANAGEMENT

- Selection of asset mix
- Formulation of portfolio strategy
- Passive and active management
- Performance evaluation

Suggested References:

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1. International Financial Management, Eun, C S and others, Tata McGraw-Hill
2. Multinational Financial Management, Shapiro, Alan C, Wiley India (P) Ltd.
3. Investment Analysis and Portfolio Management, Chandra Prasanna, Tata McGraw-Hill.
4. International finance, Levi Maurice D, Tata McGraw-Hill
5. Security Analysis and Portfolio management, Pandian P, Vikas Publishing.

FNE 304 MUTUAL FUNDS AND FINANCIAL SERVICES INDUSTRY

UNIT I MUTUAL FUNDS

- History of mutual funds
- Importance of mutual funds
- Classification of mutual funds
- Performance evaluation of mutual funds
- SEBI regulations on mutual funds
- Global scenario

UNIT II INVESTMENT BANKING

- Introduction and origin of merchant banking
- Functions and services of merchant bankers
- Problems faced by merchant bankers
- Future prospects of merchant banking in India

UNIT III FACTORING SERVICES

- Introduction, origin and concept of factoring
- Types and functions of factoring
- Factoring in India
- International factoring

UNIT IV FORFAITING

- Introduction and concept
- Sequence of operations in forfeiting
- Costs and benefits of forfeiting

UNIT V LEASING AND HIRE PURCHASE

- Introduction and concept of leasing
- Types of leases
- Tax consideration of leasing
- Concept of hire purchase
- Leasing vs. hire purchase
- Tax aspects of hire purchase

UNIT VI MODERN BANKING

- Information technology emergence
- Technology in banking services
- Challenges and recent initiatives

UNIT VII INSURANCE SERVICES

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- History of insurance
- Insurance sector reforms
- Types of insurance policies
- Role of IRDA

UNIT VIII BANCASSURANCE

- Introduction
- Benefits of bancassurance
- Distribution channels in bancassurance
- Successes and operational challenges

Suggested References:

1. Financial Services, Khan M.Y, Tata McGraw-Hill
2. Management Of Financial Services, Bhatia, B S & Batra, G S, Deep & Deep Publications
3. Financial Services, Tripathy Nalini Prava, Prentice Hall India.
4. Financial Services and system, Gurusamy S.

FNE 305 EFFICIENT MARKET THEORY AND FUTURES AND OPTIONS

UNIT I

- Efficiency of capital markets
- Noise trader risk in financial markets
- Professional arbitrage
- Investor sentiment
- Positive feedback investment strategies

UNIT II BEHAVIOURAL FINANCE

- Common mistakes and basic biases
- The seven sins of fund management
- Investment process as a behavioral defence
- Empirical evidence in behavioural finance

UNIT III

- Forwards and futures contracts
- Using forward contracts to manage risk
- Determining forward prices

UNIT IV

- Introduction to futures
- Risk management with futures contract
- Determining futures prices
- Stock index futures
- Treasury bonds and treasury notes futures
- Treasury bills and euro dollar futures

UNIT V

- Introduction to swaps
- Using swaps to manage risk

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- Pricing and valuing swaps

UNIT VI

- Introduction to options
- Option pricing
- Option strategies
- Using options for risk management

Suggested References:

1. Derivatives Valuation And Risk Management, Dubofsky, David A, Miller, Thomas W, OUP.
2. Market Efficiency And Corporate Investment, Pandey, Rajesh, Pandey, Sunil K, Mahaveer & Sons.
3. Investment Analysis and Portfolio Management, Frank Reilly,
4. Modern Investment Theory, 5th Edition, Robert A. Haugen, Prentice Hall.
5. Financial Derivates, Bhalla V K, S. Chand
6. Investment Management, security analysis and portfolio management, Bhalla V K, S. Chand.

FNE 306 CAPITAL STRUCTURE

UNIT I

- Importance of capital structure
- Capital structure decision with zero taxes

UNIT II LEVERAGE ANALYSIS

- Operating leverage
- Financial leverage
- Combined leverage
- EBIT-EPS analysis
- Computation of indifference point

UNIT II – CAPITAL STRUCTURE AND TAXES

- Capital structure decision with corporate tax
- Capital structure decision with corporate and personal taxes
- Capital structure decision with costs of financial distress

UNIT III – CAPITAL STRUCTURE AND DEBT

- Capital structure decision with high cost and low cost debt
- Capital structure and earnings per share

UNIT IV – CAPITAL STRUCTURE AND INVESTMENT DECISIONS

- Capital structure and capital budgeting decision
- Capital structure and lease financing

Suggested References:

1. Corporate Capital Structure, Singla, Ramesh K, Deep & Deep Publications
2. Financial Management: theory and practice, Chandra Prasanna, Tata McGraw Hill.
3. Financial Management, Pandey I.M, Vikas.
4. Financial Management, Rustagi R. P, Galgotia.

FNE 307 INDUSTRY ANALYSIS

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UNIT I –STRUCTURAL ANALYSIS OF INDUSTRIES

- Structural determinants of intensity of competition
- Structural analysis and competitive strategy
- Structural analysis and industry definition

UNIT II - GENERIC COMPETITIVE STRATEGIES

UNIT III – COMPETITOR ANALYSIS

- Components of competitor analysis
- Competitor response profile
- Competitor analysis and industry forecasting
- Need for competitor intelligence system

UNIT IV – MARKET SIGNALS

- Use of market signals
- Identifying market signals

UNIT V – COMPETITIVE MOVES

- Industry instability
- Buyer strategy
- Purchase strategy

UNIT VI – STRUCTURAL ANALYSIS WITHIN INDUSTRIES

- Dimensions of competitive strategy
- Strategic groups
- Implications of formulation of strategy

UNIT VII – COMPETITIVE STRATEGY IN FRAGMENTED INDUSTRY

UNIT VII – COMPETITIVE STRATEGY IN EMERGING INDUSTRIES

UNIT VII – STRATEGIC ANALYSIS OF VERTICAL INTEGRATION

Suggested References:

1. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, 2nd ed., Damodaran Aswath, Wiley and Sons, New York, 2006.
2. Company Analysis: Determining Strategic Capability, Per V. Jenster and David Hussey.
3. Investment Management & Security Analysis : Text and Cases, Dhanesh Kumar Khatri, Macmillian

FNE 308 COMPANY AND FUNDAMENTAL ANALYSIS

UNIT I

- Assessing financial performance
- Marketing audit
- Appraising production
- Management effectiveness
- Culture and structure

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UNIT II

- Evaluation of information systems
- Functional capability and resource analysis
- Core competencies and related methods
- Finding the real strengths and weaknesses

UNIT III

- Business model analysis
- Classification of business models
- Determining strengths and advantages
- SERVO analysis

UNIT IV

- Supply chain management analysis
- Benchmarking analyses
- McKinsey 7 S analysis
- Shadowing
- Win-loss analysis
- Corporate reputation analysis

UNIT V

- Financial statements and what they reveal
- Basic stock market theories
- Audited statements
- Finding financial statements online

UNIT VI

- Balance sheet ratios
- Income statement ratios

UNIT VII

- Using fundamental and technical analysis together
- Changes in stock prices
- Gauging the economy – economic indicators

UNIT VIII

- Different drummer investing
- Fundamentals in specialized market

Suggested References:

1. Fundamentals Analysis for Investors : How to Make Consistent, Long-Term Profits in the Stock Market, Raghu Palat, Vision Books.
2. Company Analysis: Determining Strategic Capability, Per V. Jenster and David Hussey.
3. Total Management By Ratios, Bhattacharya, Hrishikes, Sage Publications India Pvt Ltd
4. Expectations Investing, Rappaport, Alfred and Mauboussin, Michael J., Harvard Business School Press, 2001

FNE 309 TECHNICAL AND CREDIT ANALYSIS

UNIT I

- Introduction to technical analysis
- Technical vs. fundamental forecasting
- Economic forecasting

UNIT II

- Trend determining techniques
- Chart construction
- Trend lines, trend analysis, bar line
- Price patterns
- Moving averages, momentum principles
- Moving momentum indicators
- Candle charts

UNIT III

- Market structure
- Price – major averages and group rotation
- Volume oscillators

UNIT IV

- Technical analysis of global stock markets
- Technical analysis of individual stocks

UNIT V

- Automated trading systems
- Essentials of building a trading system

UNIT VI CORPORATE CREDIT RISK

- Country risks
- Industry risks
- Industry specific credit risks
- Financial risk analysis
- Cash flow forecasting and modeling

UNIT VII – CREDIT RISK OF DEBT INSTRUMENTS

- Debt instruments and documentation
- Insolvency regimes and debt structures
- Estimating recovery prospects
- Credit ranking
- Measuring credit risk

Suggested References:

1. All About Technical Analysis, Brown, Trade & NTC
2. Investment Management & Security Analysis : Text and Cases, Dhanesh Kumar Khatri, Macmillian
3. Statistical Methods in Business and Social Sciences, G V Shenoy and Madan Pant, MacMillian.
4. Technical Analysis of the Financial Markets, John J. Murphy, Prentice Hall.

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5. Getting Started in Technical Analysis, Jack D. Schwager, John Wiley and Sons.

FNE 310 EQUITY RESEARCH AND VALUATION

UNIT I

- Analyzing growth stocks
- Analyzing value stocks
- Analyzing small cap stocks

UNIT II

- Risks associated with investing in equity
- Overview of equity instruments
- Determining equity risk premium

UNIT III

- Understanding yield
- Capital market expectations
- Drivers of stock performance
- Analysis of aggressive accounting

UNIT IV – FUNDAMENTALS OF EQUITY VALUATION

- GAAP based financial accounting
- Discounted cash flow valuation
- Relative valuation

UNIT V

- Valuation based on financial statements
- Valuation of early stage companies
- Valuation of private companies
- Valuing firms with negative earnings
- Valuing financial services firms
- EVA – an alternative to traditional valuation

UNIT VI

- Valuing other assets
- Valuing equity in distressed firms
- Valuation for acquisitions and takeovers

Suggested References:

1. Case Studies in Finance, Bruner, Robert F, Tata McGraw -Hill.
2. Finance For Managers (Harvard Business Essentials), Hayes, Samuel L, Tata McGraw-Hill
3. Investment Valuation: Tools and Techniques for determining the value of any asset, Damodaran Aswath, John Wiley and Sons.
4. Equity Research And Valuation, Dun & Bradstreet, Tata McGraw Hill.

SEMESTER IV

SYLLABUS

MMA 401 to MMA 410 RESEARCH PROJECT DISSERTATION AND VIVA

Presentation, writing mechanics and references

Recognizable professional style
Clear and easy to follow format
Correct spelling, grammar and punctuation.
Title, Abstract, Contents page, Declaration and Bibliography

(Indicative mark = out of 10)x5=50

Introduction

Presents a researchable question or topic which is clearly indicated in the title
Provides a clear outline of the purpose of the topic/research question
Subject choice, relevance and significance justified
The Aim and Objectives of the dissertation are clearly defined
Nature of the problem/issue is focused and explained
Structure and content are briefly outlined

(Indicative mark = out of 15)x5=75

Literature Review

Literature review is relevant, up-to-date and consistent with the research topic
Identification of relevant theoretical base
Major theoretical contributions are critically evaluated
Contemporary standing of issues is discussed through journal article review
A summary of main themes/issues of the review are provided

(Indicative mark = out of 20)x5=100

Research Methodology and Methods

Awareness of different research methodologies and consistent with the literature review
Consistent and appropriate research methods, data collection and analysis justified
Practical details of the conduct of the research are explained
Limitations of research methods, bias and ethical issues recognised, acknowledged and addressed

(Indicative mark = out of 15)x5=75

Findings, Analysis and Discussion

Rigorous application of relevant research techniques adopted above
Critical analysis of findings against relevant theory identified in the literature review
Discussion and evaluation of findings

(Indicative mark = out of 20)x5=100

Synthesis, Conclusions and Implications

How the findings relate to the body of knowledge presented in the literature review

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Appropriate conclusions are drawn from and supported by findings presented
Conclusions are related back to the stated research question/objectives
Issues of bias/limitations of the whole dissertation are identified and critically reviewed
Implications for future research are identified and discussed
Inclusion of reflective learning statement in an appendix

(Indicative mark = out of 20)x5=**100**

Total mark = out of **500** (weighted at 90%)
The remaining 10% is for the proposal.

West Bengal University of Technology MMA. Structure of master in management administration (MMA) (with specialisation) for later three semesters. This programme comprises twenty compulsory courses of 3 Credits each (Credit 60). Ten courses in Area of Specialiation of 3 Credits each (Credit 30) and ten more compulsory dissertation courses of 3 Credits each (Credit 30). (Total Credit = 120). Code.