



# MCKV INSTITUTE OF ENGINEERING

NAAC Accredited "A" Grade Autonomous Institute under UGC Act 1956  
Approved by AICTE & affiliated to Maulana Abul Kalam Azad University of Technology, West Bengal  
243 G.T. Road (N), Liluah, Howrah- 711204, West Bengal, India  
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## MBA FOURTH SEMESTER SYLLABUS

### COMPULSARY PAPER

<b>Course Name:</b>	<b>Entrepreneurship Development</b>		
<b>Course Code:</b>	MBA 401	<b>Category:</b>	Management Science and Humanities Courses
<b>Semester:</b>	Fourth	<b>Credit:</b>	02
<b>L-T-P:</b>	2-0-0	<b>Pre-Requisites:</b>	Basic understanding of the concept of organisation
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

<b>Course Objectives:</b>	
	To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	<b>ENTREPRENEURIAL COMPETENCE &amp; ENVIRONMENT</b> Entrepreneurship concept –Meaning, Evolution, Factors influencing Entrepreneurship, Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations – Barriers to Entrepreneurship	8L
2	<b>BUSINESS PLAN PREPARATION</b> Steps in setting up a business; Creativity and entrepreneurship; Steps in Creativity ; Innovation and inventions Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria, Ideation & Validation, Business Plan preparation; Compliance & Business Plan Communication	6L



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3	<b>FUNDING AND SCALING UP OF BUSINESS</b> Finance and Human Resource Mobilization Operations Planning – Why is it necessary to scale up; Market and Channel Selection -Growth Strategies - Product Launching – Incubation, Angel Investor & Venture capital, IT startups. Validation Feasibility, ESOP, Field of start ups ;	6L
4	<b>MANAGEMENT OF SMALL BUSINESS</b> Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business International Business	4L
<b>Total</b>		<b>24L</b>

## Course Outcomes:

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

- Students will gain knowledge and skills needed to run a business
- Students will be able to write business plan on their own
- Students will understand the central and state government policies and regulations
- Students will understand venture capital, incubation and IT startups

## Learning Resources:

1	Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001
2	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001
3	Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
4	Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
5	P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai - 1997.
6	Arya Kumar. Entrepreneurship. Pearson. 2012
7	Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012



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## FINANCE MAJOR

<b>Course Name:</b>	<b>Financial Derivatives and Risk Management</b>		
<b>Course Code:</b>	MBA-FM 402	<b>Category:</b>	Finance
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concept of Managerial Finance
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1.	To familiarize the application of various tools and techniques of financial risk management.
2.	To provide a brief overview about the Financial Derivative Market

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1.	<b>Risk</b> - Definition, types of Risk, Process of Risk Management, The tools of risk Management. <b>Derivatives</b> - Definition and Evolutions of Derivatives, Derivatives Markets, Types of Derivatives, Derivatives Markets in India.	10
2.	<b>Futures Market</b> - Functions of futures market, Speculation and hedging, Price, spread and hedging, futures and price stabilization, tests of efficiency, Financial futures and a mechanism of risk transference, spot and futures prices.	9
3.	<b>Financial Futures</b> - Interest Rate futures, Currency Futures (Foreign Exchange) Stock index futures and Financial Futures in India. Risk Management with Futures, Cost of Carry Model, Index Arbitrage, Purchasing Power Parity Theorem	10
4.	<b>Options</b> - Terminology and Methodology of Trading, Types of Options, Option Pricing, Swaps, types of Swaps, Swap Valuation, and other Derivatives, Speculation with Options, Risk Management with Options & Futures.	10
5.	<b>Regulatory Framework of Futures &amp; Derivatives</b> - Regulatory bodies in major International Markets, regulatory framework in India, Regulatory Instruments and needs, Accounting for Derivative Transactions.	9
<b>Total</b>		<b>48L</b>



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## Course Outcomes:

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

1. To have a brief concept on Risk Management using Forward and Futures.
2. To familiarise the Risk Management Measurement using Options and Swaps.

## Learning Resources:

1. John C. Hull : Options, Futures & other derivatives, Pearsons
2. T.V. Somanathan: Derivatives, Tata Mc Graw Hill
3. Gupta, Financial Derivatives, PHI
4. Kumar, Financial Derivatives, PHI
5. Lasys Walter, lexinton: Speculation, Hedg & Commodity Price Forecasting
6. Dubofsky and Miller, Derivatives: Valuation and Risk Management, Oxford University Press, New York.
7. Jarrow and Rudd, Lrwin : Optional Pricing, Homewood, Lrwin

<b>Course Name:</b>	<b>Managing Banks and Financial Institutions</b>		
<b>Course Code:</b>	MBA-FM 403	<b>Category:</b>	Finance
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concept of Managerial Finance
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

## Course Objectives:

1. To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India
2. To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector and
3. To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	<b>Banking Systems</b> Definitions – Functions – Types – Central Banking– Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.	10



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2.	<b>Central Banking System</b> Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.	9
3.	<b>Industrial and Agricultural Banking System</b> All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions. New Banking, NBFC's, Insurance Banking Laws	10
4.	<b>Financial systems</b> Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.	10
5.	<b>Foreign Investments</b> Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.	9
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1. To have a brief concept on Risk Management using Forward and Futures.
2. To familiarise the Risk Management Measurement using Options and Swaps.

## Learning Resources:

1. M.Y. Khan, INDIAN FINANCIAL SYSTEM, Tata Mc Graw Hill, Delhi, 2008
2. Jeff Madura, FINANCIAL MARKETS AND INSTITUTIONS, CenGage Learning, Delhi, 2008
3. H.R. Machiraju, INDIAN FINANCIAL SYSTEM, Vikas Publishing House, Delhi, 2009
4. Pathak, THE INDIAN FINANCIAL SYSTEM, Pearson Education India, 2007

<b>Course Name:</b>	<b>International Finance</b>		
<b>Course Code:</b>	MBA-FM 404	<b>Category:</b>	Finance
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concept of Managerial Finance
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05



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## Course Objectives:

1.	To provide a brief overview on the monetary interactions that transpire between two or more countries
2.	To focus on focuses on areas such as foreign direct investment and currency exchange rates.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	<b>International Finance</b> – Overview, Globalization and Multinational firm, (Theory), International Monetary System, Balance of payment (Theory), Market for Foreign Exchange (Theory), International Parity Relationship & Forecasting Foreign Exchange rate. (Theory & Numerical)	12
2.	<b>Forward Exchange Arithmetic (Theory &amp; Numerical)</b> - Exchange Arithmetic, Forward Exchange contracts, Forward Exchange rate based on Cross rates, Interbank deals, Execution, cancellation, Extension of Forward contract	11
3.	<b>International Financial Markets &amp; Cash Management</b> - International Banking & Money market (Theory), International Bond Market, LIBOR, (Theory), International Equity Market (ADR, GDR, EURO), Multinational Cash Management, (Theory)	11
4.	<b>International Contract &amp; Procedure</b> - Letter of credit- Meaning & Mechanism, Types of letter of Credit, Operation of Letter of Credit <b>Managing Exposure</b> - (Theory & Numerical) - Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure	11
5	Transfer Pricing; Cross-border currency volatility management	3
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1.	To describe the structure of the global financial system, the functions and main elements.
2.	To describe the basics of the global financial system stability.
3.	To study the history of the global financial system regulation.
4.	To name the world financial institutions, its functions and structure.



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## Learning Resources:

1.	P.G. Apte International Financial Management McGraw Hill 2017, 7th Edition
2.	Cheol S. Eun & Bruce G. Resnick International Financial Management McGraw Hill 2017, 7 <sup>th</sup> Edition
3.	Jeff Madura International Financial Management Cengage 2015, 12 <sup>th</sup> Edition
4.	Alan C. Shapiro Multinational Financial Management Wiley India, Latest Edition

<b>Course Name:</b>	<b>Financial Modelling</b>		
<b>Course Code:</b>	MBA-FM 405	<b>Category:</b>	Finance
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concept of Managerial Finance
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

## Course Objectives:

1.	Understand the basic features and functions in excel.
2.	Apply models in different areas of finance including investments.
3.	Emphasize the concepts of corporate finance and derivatives.
4.	Identify the risk which can be built in the model to enhance decision making process.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	<b>Understanding The Basic Features Of Excel</b> Examine different statistical distributions used in simulation generating random numbers that follow a particular distribution, building models in finance using simulation	9
2.	<b>Sensitivity Analysis Using Excel</b> Scenario manager, other sensitivity analysis features, simulation using excel different statistical distributions used in simulation generating random numbers that follow a particular distribution, building models in finance using simulation.	9
3.	<b>Excel In Accounting</b> Preparing common size statements directly from trial balance, forecasting financial statements using excel, analyzing financial statements by using spreadsheet model, excel in project appraisal, determining project viability. Risk analysis in project appraisal, simulation in project appraisal, excel in valuation, determination of value drivers, discontinued cash flow valuation, risk analysis in valuation.	12





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4.	<b>Excel In Portfolio Theory</b> Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel, excel in derivatives black and schools model in excel, Greeks in excel, real options valuation, building a mega model	9
5.	<b>Understanding Subroutines And Functions And Building Simple Financial Models Using Subroutines</b> Recording and editing macros, subroutines and functions, decision rules, message box and input box, debugging, designing advanced financial models using visual basic application user forms, other advanced features, actual model building. VBA	9
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1.	Ability to understand the financial modeling in excel, understanding advanced features of excel database functions in excel, creating charts, using forms and control tool box.
2.	Understand the finance functions present in excel by creating dynamic models.
3.	Create an awareness for students about the present scenario of manager and sensitivity analysis features.
4.	Examine different statistical distributions used in simulation generating random numbers that follow a particular distribution, building models in finance using simulation

## Learning Resources:

1.	S. Benninga, "Financial Modeling", 2nd edition.
2.	Francis J. Clauss, "Financial Modeling with Excel", (revised May 2006)
3.	S. Christian Albright, "VBA for Modelers", 2nd edition.
4.	C. Sengupta, "Financial Modeling Using Excel and VBA"
5.	J. Walkenbach, "Excel 2003 Power Programming with VBA".

OR

<b>Course Name:</b>	<b>Behavioral Finance</b>		
<b>Course Code:</b>	MBA-FM 405	<b>Category:</b>	Management Science and Humanities Course
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concept of Managerial Finance
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05





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## Course Objectives:

1.	Understand how financial decisions are influenced by human decisions, biases and cognitive limitations.
2.	Effectively make financial decisions.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	<b>Introduction to Behavioral finance</b> Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting	9
2.	<b>Utility/ Preference Functions</b> Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.	9
3.	<b>Behavioral Factors and Financial Markets</b> The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.	10
4.	<b>Behavioral Corporate Finance</b> Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decisionmaking. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.	10
5.	<b>Emotions and Decision – Making</b> Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.	10
<b>Total</b>		<b>48 L</b>



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## Course Outcomes:

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

1.	To understand some psychological biases which leads to various anomalies
2.	Emphasize the various effects
3.	Examine investor's behavior in the secondary market.

## Learning Resources:

1.	Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2.	Understanding Behavioral Finance by Ackert □ The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
3.	What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
4.	Handbook of Behavioral Finance – Brian R. Bruce
5.	Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
6.	Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.



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## BUSINESS ANALYTICS MAJOR

<b>Course Name:</b>	<b>Data Analytics using Big Data</b>		
<b>Course Code:</b>	MBA-BA 402	<b>Category:</b>	Business Analytics
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Should have knowledge of one Programming Language, Practice of SQL (queries and sub queries)
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1.	Understand about commonly used terms and techniques related to data analytics that can be used by managers to make better decisions.
2.	Understand the Big Data Platform and its Use cases
3.	Provide an overview of Apache Hadoop and HDFS
4.	Understand Map Reduce Jobs and Hadoop Eco System

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	<b>Data Analytics: Data Definitions and Analysis Techniques Overview</b> Elements, Variables, and Data categorization, Levels of Measurement, Data management and indexing, Introduction to statistical learning.	6
2	<b>Data Analysis Techniques</b> Regression analysis , Classification techniques , Clustering , Association rules analysis	8
3	<b>Introduction to Big Data and Hadoop:</b> Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy	8
4	<b>HDFS(Hadoop Distributed File System):</b> The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces	6
5	<b>Map Reduce:</b> Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.	8



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6	<b>Hadoop Eco System:</b> Introduction to Pig, Hive and Hbase. <b>Introduction to Pig:</b> Introduction to Pig, The Anatomy of Pig, Pig on Hadoop, Pig Philosophy, Use Case for Pig: ETL Processing, Pig Latin Overview, Data Types in Pig, Running Pig, Execution Modes of Pig, HDFS Commands, Relational Operators, Word Count Example using Pig, Pig at Yahoo!, Pig versus Hive	8
7	<b>Introduction to Hive:</b> Introduction to Hive, Hive Architecture, Hive Data Types, Hive File Format, Hive Query Language (HQL), User-Defined Function (UDF) in Hive.	4
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Learn the importance of proper data analysis in decision making using Python
2	Identify Big Data and its Business Implications.
3	Understand the components of Hadoop and Hadoop Eco-System
4	Develop Big Data Solutions using Hadoop Eco System

## Learning Resources:

1	Big Data Black Book, Dreamtech
2	Big Data and Analytics by Subhashini Chellappan Seema Acharya (Author), Wiley Publications
3	Tom White "Hadoop: The Definitive Guide" Third Edit on, O'reily Media, 2012
4	Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015
5	<a href="#">Jisha Mariam Jose</a> Hadoop Practice Guide: SQOOP, PIG, HIVE, HBASE for Beginners, Notion Press
6	Michael Mineli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.

<b>Course Name:</b>	<b>MULTIVARIATE DATA ANALYSIS</b>		
<b>Course Code</b>	MBA-BA 403	<b>Category:</b>	Business Analytics
<b>Semester:</b>	4th	<b>Credit:</b>	48
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	A reasonable level of competence in both statistics and mathematics
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05



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Course Objectives:	
1	This course describes the underlying theory for the analysis of multivariate data
2	The course will address both the underlying mathematics and problems of applications.
3	This course is designed to provide students with a working knowledge of the basic concepts underlying the most important multivariate techniques, with an overview of actual applications in various fields, and with experience in actually using such techniques on a problem of their own choosing.

Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1	<b>Modeling and inference using the multivariate normal distribution</b> <ul style="list-style-type: none"> <li>• Multivariate data and models</li> <li>• Multivariate Normal distribution</li> <li>• Traditional inference: Multivariate Regression, MANOVA, etc</li> <li>• Links with mixed linear models and hierarchical modeling.</li> </ul>	10
2	<b>Exploratory techniques based eigenvalue and singular decomposition</b> <ul style="list-style-type: none"> <li>• Singular value decomposition (SVD) of a data matrix; special decomposition</li> <li>• Principle Component Analysis • Factor Analysis</li> <li>• Canonical Correlation</li> </ul>	8
3	<b>Classification and Clustering</b> <ul style="list-style-type: none"> <li>• Linear Discrimination</li> <li>• Classification Trees</li> <li>• Hierarchical Clustering</li> <li>• K-means Clustering</li> <li>• Multidimensional Scaling</li> </ul>	10
4	<b>Functional data analysis</b> <ul style="list-style-type: none"> <li>• Functional PCA</li> <li>• Functional Classification</li> <li>• Functional Clustering</li> </ul>	8
5	A real life project consists of data analysis of a data set using the techniques covered in Module I to IV. Students may choose the data set according to their interest. Students are encouraged to use the R/ MATLAB/ Python language to carry out the analyses of the project.	12
<b>Total</b>		<b>48L</b>

Course Outcomes:	
After completion of the course, students will be able to:	
	Understand underlying theory for the analysis of multivariate data.
	Able to choose appropriate procedures for multivariate analysis.
	Use the R/ Splus/ SAS/ MATLAB/ Python language to carry out analyses. And Interpret the output of such analyses.



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## Learning Resources:

	Applied Multivariate Statistical Analysis, 5th ed. Prentice Hall by Johnson, R.A. and Wichern, D.W. (2002).
	Mathematical Tools for Applied Multivariate Analysis, Academic Press, 1976 by Green and Carroll, .
	Market Research and Analysis, Irwin, 1989 by Lehmann, .
	An R and S-plus companion to multivariate analysis. Springer by Everitt, B. (2005).
	Structural Equations with Latent Variables Wiley, 1989 by Bollen, .

<b>Course Name:</b>	Data Visualization using Business Intelligence Tools		
<b>Course Code:</b>	MBA-BA 404	<b>Category:</b>	Business Analytics
<b>Semester:</b>	4 <sup>th</sup>	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concepts of Computer
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

## Course Objectives:

1	To enable the students to analyze large commercial datasets using Business Intelligence/Business Analytics tools to generate insights with clear visual presentation
2	To develop the ability to apply the knowledge of BI tools and techniques for providing solutions to an organization's real life problems.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1	Concept of business value from corporate data, Nature and Value of Business Intelligence, Business Intelligence Environment, How types of data processing can add value to corporate data sources	4 L
2	Knowledge discovery, Data warehousing, Data mining, Business analytics	6L
3	Data visualization, Visualization techniques, Dashboard, Relationship between Corporate Strategy, Business Intelligence Strategy	4L
4	BI links to Enterprise Systems, CRM (Customer Relationships Management), SCM (Supply Chain Management) Structured & Unstructured data, Content Management Systems	6L
5	Privacy, Ethical, Legal issues associated with BI Implementation, Decision Support Systems, Expert Systems and Executive Information Systems	4L



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6	Selection of BI/BA tools to provide insights in decision making scenarios, Tools to refine the Data and Create, Edit, Alter, and Display their Visualizations through Excel and RStudio with Demonstration	12L
7	Demonstration on Basic Tableau functions, Tableau Reports, Tableau Charts; Power BI	12L
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Apply suitable design principles in the creation of presentations and visualizations
2	Select appropriate data visualization techniques for given particular requirements imposed by the data
3	Present data with visual representations for any kind of target audience, task, and data
4	Create multiple versions of digital visualizations using Excel, R and Tableau.

## Learning Resources:

1	Data Visualization - A Practical Introduction By Kieran Healy
2	Storytelling With Data: A Data Visualization Guide for Business Professionals By Cole Nussbaumer Knaflic
3	Big Data Visualization, By James W Miller
4	High Impact Data Visualization with Power View, Power Map, and Power BI, By Adam Aspin
5	Big Data & Hadoop, By V.K. Jain, Khanna Publishing House
6	Visual Analytics with Tableau 1st Edition by Alexander Loth ,Wiley Publication

<b>Course Name:</b>	<b>Business Forecasting &amp; Time Series Analysis</b>		
<b>Course Code:</b>	MBA-BA 405	<b>Category:</b>	Business Analytics
<b>Semester:</b>	4 <sup>th</sup>	<b>Credit:</b>	04
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Statistics & Quantitative Techniques
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination : 70	Continuous Assessment: 25	Attendance: 05

## Course Objectives:

1.	Students master the framework of business forecasting
2.	Students master the use of Excel & SPSS for analyzing the data
3.	Students apply the forecasting methods to evaluate the variables of interest
4.	Students use the result to make the suggestion in the business and economic contexts





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Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1	Introduction to Business Forecasting, Overview of the forecast, Review of Statistics, Linear Regression Model; Experiment	5
2	Introduction to Forecasting with Regression Methods, RMSE and Coefficient of Determination, Introduction to Multiple Regression, Statistical Inference in Multiple Regression; )Multiple Linear Regression Model ii)Time Series Regression experiment	8
3	Comparative Analysis Using Regression, Variable Selection in Multiple Regression, Model Selection in Regression, Checking Regression Models, Autocorrelation in Regression	6
4	Introduction of Time Series : Some representative Time series, Terminology, Objective of Time Series, Approaches to Time Series, Types of Variation, Trend and Seasonal Variation; i)Modeling and Forecasting Trend experiment ii)Modeling and Forecasting Seasonality experiment	9
5	Time-Series Decomposition and Box-Jenkins (ARIMA)Types of Forecasting Models Concept of Auto correlation and correlogram, Stationary process ; Decomposition of Different Time Series Component with some example. Checking the Stationary with Different methods [Dicky Fuller Test, Kwiatkowski–Phillips–Schmidt– and etc]	9
6	Identification of ARMA models, ARIMA Models, ARIMA Models Identification, Building better models from ARIMA Concept of Unit root test and Invertibility. Vector-Error Correlation Model	6
7	Parameter Estimation and Diagnostic checking, Forecast using ARIMA models, Modeling Seasonal Data, Intervention Analysis	5
<b>Total</b>		<b>48L</b>

Course Outcomes:	
After completion of the course, students will be able to:	
1.	Identify, collect, and organize relevant data useful for forecasting
2.	Identify the appropriate forecasting methods (regression, time series, smoothing, etc.) for any given data.
3.	Forecast using regression
4.	Interpret the results and write a basic report useful for management for decision making



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## Learning Resources:

1	"Forecasting and Time Series", 4th Edition, by Bowerman and O'Connell, Duxbury
2	Francis X. Diebold, <i>Elements of Forecasting</i> , 4 <sup>th</sup> Edition, South-western Cengage Learning, 2007
3	J. Holton Wilson and Barry Keating, <i>Business Forecasting with ForecastX<sup>TM</sup></i> , 6 <sup>th</sup> Edition McGraw Irwin, John Galt Solutions, Inc.
4	Introductory Time Series, PAUL S.P. Cowpertwait . Andrew V. MetcalfeSpringer
5	The Analysis of Time Series An Introduction[ Sixth Edition]Chris Chatfield CHAPMAN & HALL/CRC
6	Shumway, R.H. and D.S. Stoffer, Time Series Analysis and Its Applications, Springer Verlag, New York, 2000.
7	West, M. and J. Harrison, Bayesian Forecasting and Dynamic Models, Second Edition, Springer-Verlag, New York, 1997.



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## MARKETING MAJOR

<b>Course Name:</b>	<b>Retail Management</b>		
<b>Course Code:</b>	MBA-MM 402	<b>Category:</b>	Marketing
<b>Semester:</b>	3	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-4	<b>Pre-Requisites:</b>	Marketing management knowledge.
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1	To develop marketing competencies in retailing and retail consulting.
2	To prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.
3	To foster the development of the student's critical thinking about retail management.

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	Introduction to Retailing: Growth and importance, Strategic Retail Planning, Retail Organization, Models and Theory of Retail Development, Retail Formats, Rural Retailing, Environment and Legislation for Retailing	4L
2	Retail Operations Management: Retail location research and techniques, Objectives of Store designing, Responsibilities of Store Manager, Store record and accounting system, Logistic and Information system.	6L
3	Retail Planning: Marketing and Strategic Management, Operations and finance in retailing, HRM in retailing, Mall Management, Relationship Management, Brand Management, Social Marketing in Retailing.	6L
4	Retail Sales Techniques and Promotion: Advertising communications and promotion, Promotion Impact, Tactical analysis, Consumer and Retail Sales promotion techniques	4L
5	Customer Relationships and Behaviour: Understanding Consumer and Market Segment, Consumer Behaviour and Marketing Strategy, Consumer Perception, Self-Concept, Relevance of Culture, Buying Decision, Opinion Leadership, Implications of Personal Influences	5L
6	International Retailing: International Marketing Research and Information System, Market Analysis, Motives of International Retailing, International Retail Environment and Structure, Analysis of Retailing in Global Setting – methods and competition	6L



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7	Sourcing and Vendor Selection, Routing and Route sequencing, Inventory Management, Lead Time uncertainty and Product Availability, Cross Docking and Collaborative Planning.	5L
8	Sourcing and Vendor Selection, Routing and Route sequencing, Inventory Management, Lead Time uncertainty and Product Availability, Cross Docking and Collaborative Planning. Retailing in India: Evolution and trends in organised retailing, Indian organised retail market, FDI in Indian organised retail sector, retail scenario in India, future trends of retail in India.	8L
9	Ethical and legal issues in Retailing: Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores. Case Studies	4L
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Clarify the concept and related terms in retailing.
2	Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
3	Understand various formats of retail in the industry.
4	Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy

## Learning Resources:

1	Bajaj, Tuli, & Srivastava —Retail Management  Oxford University Press
2	Berman Barry & Evance J.R —Retail Management  Prentice Hall India
3	Jain J.N.& Singh P.P — Modern Retail Management – Principal And Techniques   Regal Publications
4	Swapna Pradhan —Retailing Management- Text And Cases  Tata Mcgraw-Hill
5	George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
6	Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

<b>Course Name:</b>	<b>Rural and Agri-marketing</b>		
<b>Course Code:</b>	MBA-MM 403	<b>Category:</b>	Marketing
<b>Semester:</b>	4	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Marketing management knowledge
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05



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<b>Course Objectives:</b>	
1	Acquaint the students with the appropriate concepts and techniques in the area of rural marketing.
2	Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
3	Understand the concept and methodology for conducting the research in rural market.

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	Meaning, scope, definition and importance, rural versus urban mindsets, growth of rural markets, basic differences between rural, semi urban and urban markets. rural market research and profile of rural consumer , research, location for conducting research, classification of rural consumer based on economic status, profile of rural consumer, rural consumer behavior.	9L
2	Basis of market segmentation, multi attribute segmentation, classification of markets, regulated market, defects/problems of regulated market, role of regulated markets on marketing of agricultural produce, significance of regulated markets to agriculturists. Rural communications, rural communication, role of media in rural markets, conventional media, the main problems in rural communication.	10L
3	Product strategies, pricing strategies, distribution strategies, production strategies, methods of sale, hath system, private negotiations and quotations on samples, data and magnum sale methods. Open auction method, sales force management for rural marketing and marketing agencies managing the sales force, sales force management in rural marketing, prevalence of beoparis.	10L
4	Government intervention in marketing system, role of agencies like, council of state agricultural marketing boards, , state trading, cooperative marketing, types of cooperative marketing societies, co- operative processing, national agricultural cooperative marketing federation, national co-operative development corporation, public distribution system , food corporation of India, directorate of marketing and inspection, national institute of agricultural marketing.	10L
5	Agricultural credit policy, institutional agreements for agricultural credit, crop insurance, agricultural insurance role of it in rural marketing infrastructure, importance and scope, modern techniques for rural distribution.	9L
<b>Total</b>		<b>48L</b>



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## Course Outcomes:

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

1	Understand the scope, growth, importance of rural marketing and rural environment.
2	Identify the classification of rural consumer based upon the economic status and rural consumer behavior.
3	Examine the rural marketing segmentation, the significance and problems of regulated markets.
4	Analyze classification of markets and the role of regulated markets on marketing of agricultural products.
5	Discuss the role of media in rural marketing and the main problems in rural communication.

## Learning Resources:

1	Raja Gopal." Rural marketing", Himalaya publishing, 2009
2	Ramkishen Y," New perspectives on rural marketing" 2nd Edition, Oxford, 2012
3	K S HabeebRahman,"Rural Marketing in India" ,Himalaya Publishing.
4	R. V. Bedi Rural," Marketing in India", Himalaya Publishing.
5	R. C. Arora," Integrated Rural Development", R. C. Arora, S. Chand and Co.
6	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/markiv_rm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/markiv_rm.pdf</a>
7	<a href="http://www.pondiuni.edu.in/sites/default/files/Rural-Marketing-260214.pdf">http://www.pondiuni.edu.in/sites/default/files/Rural-Marketing-260214.pdf</a>

<b>Course Name:</b>	<b>Digital Marketing and E-business</b>		
<b>Course Code:</b>	MBA-MM404	<b>Category:</b>	Marketing Management
<b>Semester:</b>	4	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	General Management knowledge.
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

## Course Objectives:

1	Review key trends within the Digital Marketing landscape.
2	Explain the holistic impact of all Digital Marketing channels.
3	Examine an example of each Digital Marketing channel.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1	E-Commerce /E-Business: Introduction, Advantages and Disadvantages, Benefits, Features, Business models of E-Commerce, Model based on revenue models, Implementation Ecommerce business, Infrastructure Requirement for E-Commerce, Different types of Networking for E-Commerce ,Internet, Extranet and Intranet, Intelligent System, Risk of Ecommerce –Overview, Security for ECommerce, Security Standards, Farewell, Cryptography.	8L



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2	M-Commerce: Definition, Classification, Advantages and Disadvantages, Benefits, Pitfalls of M-Commerce, Hand Held Devices, Mobility and commerce, Mobile Computing, Wireless Web, Payment Mode.	6L
3	E-Strategy: Overview, Strategic Methods for developing ECommerce, E-Advertisement, Payment Mode, E-Cheque, E-cash, EThreats and Protection.	6L
4	ERP and SCM: Definitions-ERP, CRM, SCM, Concept of ERP, Evolution of ERP, Scope and Problem of ERP selection and Implementation ,Selection of EEP process, Feature of Commercial Software, Concept of CRM, Features, Applications, SRM portal, SCP tools, SCE, Framework, Internet's effect on Supply Chain Power, Case Study.	8L
5	E- Marketing/ Digital Marketing: E-shopping, Role, Policies ,Online Marketing and Offline marketing, SEO,SMM,SEM, Meta Tags, Content Marketing, Marketing in Digital Age, Telemarketing, Commercial packages for Shopping Portal, Influencer Marketing: Digital Advertisements in OTT Platforms.Case Study.	6L
6	Campaign Marketing, E-mail Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts and Vodcasts. • Digital Marketing on Various Social Media Platforms. • Online Advertisement, Online Marketing Research, Online PR. • Web Analytics. • Promoting Web Traffic. • Latest Developments and Strategies in Digital Marketing. EDI: Introduction, Definition, Features, Benefits, Application, Model, Protocol	8L
7	Electronic Payment System : Introduction – Online payment systems – prepaid and postpaid payment systems – e– cash, e– cheque, Smart Card, Credit Card , Debit Card, Electronic purse – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics. Legal and ethical issues in E– Commerce: Security issues in E– Commerce–Regulatory framework of E– commerce .Case Study.	6L
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Develop a digital marketing plan that will address common marketing challenges
2	Articulate the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display Media,
3	Recognize Key Performance Indicators tied to any digital marketing program
4	Improve Return on Investment for any digital marketing program
5	Launch a new, or evolve an existing, career path in Digital Marketing.





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Learning Resources:	
1	Dropshipping E-commerce Business Model 2019: Steven Sparrow
2	Electronic Commerce: Gray P. Schneider
3	E-Commerce Website Optimization: Dan Croxen-John, Johann van Tonder
4	Electronics Commerce –Technologies and Applications: Bhaskar Bharat, TMH
5	Frontiers of Electronic Commerce: Kalakota ,Whinston, Pearson Education
6	E-Commerce : Strategy Technologies and Applications: Whiteley, David, TMH

<b>Course Name:</b>	<b>B2B Marketing</b>		
<b>Course Code:</b>	MBA-MM 405	<b>Category:</b>	Marketing Management
<b>Semester:</b>	4	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	General Management knowledge
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

Course Objectives:	
1	Understanding business-to-business markets which involves planning, conception, product management, pricing, promotion, distribution, and sales of products from one firm to another firm.
2	Learning about industrial marketing opportunities and competitive strategies.
3	Learning about business marketing environment, managing relationships in business marketing, formulating strategies to convert opportunities into sales, and evaluating performance of the strategic decisions.

Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1	Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products and Services, Business customers' purchase orientations, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.	7L
2	Organizational Buying Behavior: Organizational Buying Process, Types of purchases/buying situations, Buying Centre Concept, Inter Personal dynamics of Business buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision, The Webster and Wind model of Organizational Buying Behaviour, Ethics in Purchasing	7L
3	Business Marketing Research: Differences between B2C and B2B Marketing Research, Sales Forecasting Approaches, Top-Down, Bottom-up approaches. Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market	7L



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4	Product Policy of established products: Classification of the product types; the life cycle of the product; Management products; Strategies for established products. Product policy of new product development: Strategies for the development of new products; Marketing systems; Marketing of engineering services	5L
5	Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts. Pricing Strategy: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding.	7L
6	Management of Sales force: Personal selling, process of tendering, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force deployment.	5L
7	B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, marketing strategy for the electronic market place.	5L
8	Case Study: Role of personal relation, Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions in Indian context	5L
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Understand and identify opportunities in B2B Markets Understand the marketing mix, philosophy and value chain. Identify the current trend and changes in Business Marketing
2	Identify the Organizational buying process and Buyer-seller relationship Study on the customer relationship management and acquiring right customers
3	Analyze the segmenting of business market study the segmentation process Study the product life cycle and technology adoption life cycle
4	Learn about the formation of business model Study about the strategic planning Familiarize with the business marketing channels (Direct and Indirect Channels)



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## Learning Resources:

1	Industrial Marketing by P. K. Ghosh; Oxford University Press
2	Indian Cases in B2B Marketing by Dilip Sarwate
3	Fundamentals of Business to Business by Coe John; McGraw-Hill Education
4	Business Market Management by Jr. Anderson James C; Pearson
5	Driving Demand: Transforming B2B Marketing to Meet the Needs of the Modern Buyer by Carlos Hidalgo; Palgrave Macmillan
6	The Challenger Sale by Matthew Dixon, Brent Adamson; Penguin



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## HUMAN RESOURCE MAJOR

<b>Course Name:</b>	<b>Strategic HRM</b>		
<b>Course Code:</b>	MBA-HR 402	<b>Category:</b>	Elective-HRM
<b>Semester:</b>	4th	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic Knowledge of HRM
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1	The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations
2	The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
3	Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;	8
2	Environment Forecasting: Analysing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy. Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches.	9
3	Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation.	5
4	Strategic Human Resource Processes: Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development	8
5	Employee separation – Reductions in workforce; Lay off, Downsizing, - Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement	4



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6	New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	6
7	Emerging Issues in Strategic HRM: Multi Source Feedback and Competency Development; HR Strategy in workforce diversity HR Strategy for Corporations of Tomorrow Organizational HR in the future: (i) The corporations of tomorrow, (ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams, flexitime and telecommuting HR outsourcing contingent and temporary workers. HR Scorecard Employee Engagement Strategies -Talent management and retention; Modern HR Application Tools	8
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	integrate HR with the business strategy
2	Develop competency to enhance employee development
3	Gain rational ability to manage performance strategically
4	Develop competency to implement global HR practices
5	Comprehensively understand the evolving role of HR in the context of global workforce landscape and the role as a strategic business partner

## Learning Resources:

1	Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi .
	Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi .
2	Starkey, Ken and Mc Kainlyualan: Corporate Strategy and Human Resources, Beacon Books, New Delhi .
3	Rajib Lochan Dhar (2008) : Strategic Human resource Management Excel Books New Delhi
4	Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
5	Srivastava, R.M, : International Strategic Management, Himalaya Pub., House, Mumbai
6	Strategic HRM, Jaffrey A Mello, Cengage Learning
7	Strategic Human Resource management, Das Pulak, Cengage Learning

<b>Course Name:</b>	<b>International HRM</b>		
<b>Course Code:</b>	MBA-HR 403	<b>Category:</b>	Elective-HRM
<b>Semester:</b>	4th	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic Knowledge of HRM
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05



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## Course Objectives:

	The aim of this course is to provide students with a robust understanding of international HR practices and issues. In addition, the course targets building awareness
	and appreciation of the international business context and how HR can contribute as a strategic partner to enhance multinational's performance and competitive advantage.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1	Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC ;International staffing, The role of an expatriates, The role of non expatriates, The role of the corporate HR functions	10
2	Recruiting and selecting staff for International assignments-Introduction, Issues in staff selection; Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexities	10
3	Expatriation and Repatriation; Performance Management: Introduction, performance management of International employees, performance appraisal of International employees;Industrial Relations in International Context ; Managing people in International Context	10
4	Industrial Relations: □ Introduction □ Key issues in International Industrial relations □ The response of trade unions to multinationals Regional integration: □ The European Union(EU) □ The issues of social dumping □ The impact of the digital economy Performance Management: □ Introduction □ Multinational performance management □ Performance management of International employees □ Performance appraisal of International employees □ Performance of HCN employees	12
5	Case Studies	6
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Discuss and infer significance of the strategic issues, opportunities and challenges in international HRM in volatile business environment.
2	Illustrate and categorize the skills required in diagnosing international HRM issues critically and analytically, and evaluating various alternative approaches
3	Evaluate different strategies required for dealing with the cross cultural situation based on the understanding of external factors.





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4	Analyze the social value considerations and suggest ways to ensure an ethical management of international HRM
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## Learning Resources:

	International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)
	International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
	International Human Resource Management, Tony Edwards, Pearson Education
	Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
	International Human Resource Management, Monir Tayeb, Oxford
	International Human Resource Management by P. SubbaRao , Himalaya

<b>Course Name:</b>	<b>Organizational Change and Development</b>		
<b>Course Code:</b>	MBA-HRM 404	<b>Category:</b>	Elective-HRM
<b>Semester:</b>	4th	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic Knowledge of HRM
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

## Course Objectives:

1	Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations
2	Exploring some of the ethical issues associated with change and organizational development
3	Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance. Distinguish the various structural, behavioral and comprehensive interventions typically used in change efforts

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1	Introduction to Organizational Change Introduction Objectives; Define Organizational Change ; Types and Forms of Organizational Change ; Models of Planned Change ; General Model of Planned Change	8
2	Entering and Contracting Introduction Objectives; Entering into an Organizational Change and Development Relationship; Selecting OD Practitioner; Develop a Contract ; Interpersonal Process Issues in Entering and Contracting; Diagnosing Organizations Introduction Objectives ; What is Diagnosis? Organizational Level Diagnosis; Individual and Group Diagnosis; Methods of Collecting Diagnostic Information ; Feeding back Diagnostic Information	12
3	Leading and Managing Change: Introduction Objectives; Motivating for Change; Overcoming Resistance to Change ;Creating a Vision for Change ; Developing Political Support and Employee Involvement ;Managing in Transition and Sustaining Momentum	9





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4	Designing Interventions: Introduction Objectives ;Defining Interventions ,Human Process Interventions,Organization Process Interventions ,Techno-Structural Interventions ,Strategic Change Interventions	9
5	Evaluating and Institutionalizing Organizational Change: Introduction Objectives; Evaluating Organization Development Interventions; Measurement and Research Design; Institutionalizing Organizational Changes; Contemporary Trends in the Context of Organization Development	10
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Gaining knowledge about organizational development process.
2	How to change and develop organizations
3	Better understanding of the change management model.
4	Skills needed to develop an action plan for the development process.
5	Describe what an effective employee training and development program should look like

## Learning Resources:

1	Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
2	Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
3	Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
4	Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .
5	Noe, R. (2017). Employee training & development (7th ed.). New York, NY: McGraw-Hill Education. ISBN: 978-0-07-811285-0
6	Lynton, Rolf. P and Pareek, Udai: Training for Develfopment, Vastaar Publishers, New Delhi .
7	Viramani, B.R and Rao, Kala: Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi .

<b>Course Name:</b>	<b>Human Capital Management and HR Audit</b>		
<b>Course Code:</b>	MBA-HR405	<b>Category:</b>	Elective-HRM
<b>Semester:</b>	4th	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic Knowledge of HRM
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05



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## Course Objectives:

	HR is evolving, with the focus changing from the administrative tasks to the strategic input and A candidate with HR specialization can also work at the management level. This course will throw h light on Human resource Accounting Basic Concepts ,Its Methods and HR Auditing.
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## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1	Human Resource Accounting: An Overview 1.1 Meaning, Need and Objectives of HR Accounting, 1.2 Advantages and Limitations of Human Resource Accounting, 1.3 Reporting of Human Resource Accounting at National Levels	5
2	Methods and Human Resource Accounting Practices in India :Methods of Human Resource Accounting: 1. Cost of Production Approach i. Historical Cost Model ii. Replacement Cost Model iii. Opportunity Cost 2. Capitalized Earnings Approach i. Economic Value Model ii. Capitalization of Salary	7
3	Human Resource Audit: An Overview 2.1 Human Resource Audit - Meaning, Features, Objectives of HR Audit Benefits and limitations of HR Audit 2.2 Need and Significance of HR Audit, Process of HR Audit, Approaches of HR Audit, Identifying the Human Resource Audit Goal □ Defining the Audit Team □ Areas of the Audit □ Issues in HR Audit □ Strategies Alignment of HR Audit. 3.1Principles of Effective HR Auditing, Role of HR Auditor, 3.2 Methods of conducting HR Audit – Interview, Workshop, Observation, Questionnaire., Components of HR Audit	10
4	HR Audit and Workforce Issues: □ Introduction, Workforce Communication and Employee Relations □ Performance Management □ Compensation System □ Teambuilding System Challenges in HR Audit: • Assessing the Ability for Change, Post Audit Steps, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations Human Resource Audit Report: □ HR Audit Report – purpose □ Report Design – Preparation of report □ Use of HR Audit report for business improvement	10
5	HR Audit for Legal Compliance and Safe Business Practices 4.1Areas covered by HR Audit - Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices 4.2 HR Audit as Intervention - Introduction, Effectiveness of Human Resource Development. HRMS System	8



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6	Practical: HRD Audit – □ The Indian Experience and case studies: Introduction- Prevalence of HR Audit, □ HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry Recent Advancements in Human Resource Audit HR Audit Questionnaire: ---A Comprehensive Coverage of the Entire Human Resource Practices, □ A Sample Internal Human Resource Audit Questionnaire	8
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Demonstrate knowledge in examining the adequacy and appropriateness of the HRD systems, structures, styles, culture, and competencies.
2	Evaluate the current issues and trends in HR Audit globally.
3	Critical evaluation of whether HR processes are adequate, legal and ethical.
4	Engage in constant observation and continuous interaction and intervention to improve the organization's policies, procedures and practices

## Learning Resources:

1	Rakesh Chandra Katiyar, Accounting For Human Resources , UK Publishing
2	.M. Saeed, D.K. Kulshreshtha , Human Resource Accounting, Anmol Publications.
3	.D. Prabakara Rao, Human Resource Accounting, Inter India Publications
4	.Human Resource Management by Gary Dessler, Pearson Publications
5	H.R.Audit:How to evaluate your personnel policies and practices: Hartsfield,Will iam E BLR® - Business and Legal Resources ISBN-13: 978-1556455643 ISBN-10: 155645564X



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## FINANCE MINOR

<b>Course Name:</b>	<b>Managing Banks and Financial Institutions</b>		
<b>Course Code:</b>	MBA-FM 403	<b>Category:</b>	Finance
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concept of Managerial Finance
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1.	To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India
2.	To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector and
3.	To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1.	<b>Banking Systems</b> – Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.	10
2.	<b>Central Banking System</b> – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.	9
3.	<b>Industrial and Agricultural Banking System</b> – All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions. New Banking, NBFCs; Insurance Banking Laws	10
4.	<b>Financial systems</b> - Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.	10



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5.	<b>Foreign Investments</b> – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.	9
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

- To have a brief concept on Risk Management using Forward and Futures.
- To familiarise the Risk Management Measurement using Options and Swaps.

## Learning Resources:

- M.Y. Khan, INDIAN FINANCIAL SYSTEM, Tata Mc Graw Hill, Delhi, 2008
- Jeff Madura, FINANCIAL MARKETS AND INSTITUTIONS, CenGage Learning, Delhi, 2008
- H.R. Machiraju, INDIAN FINANCIAL SYSTEM, Vikas Publishing House, Delhi, 2009
- Pathak, THE INDIAN FINANCIAL SYSTEM, Pearson Education India, 2007

<b>Course Name:</b>	<b>International Finance</b>		
<b>Course Code:</b>	MBA-FM 404	<b>Category:</b>	Finance
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concept of Managerial Finance
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

## Course Objectives:

- To provide a brief overview on the monetary interactions that transpire between two or more countries
- To focus on focuses on areas such as foreign direct investment and currency exchange rates.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1.	<b>International Finance</b> – Overview, Globalization and Multinational firm, (Theory), International Monetary System, Balance of payment (Theory), Market for Foreign Exchange (Theory), International Parity Relationship & Forecasting Foreign Exchange rate. (Theory & Numerical)	12



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2.	<b>Forward Exchange Arithmetic (Theory &amp; Numerical)</b> - Exchange Arithmetic, Forward Exchange contracts, Forward Exchange rate based on Cross rates, Interbank deals, Execution, cancellation, Extension of Forward contract	11
3.	<b>International Financial Markets &amp; Cash Management</b> - International Banking & Money market (Theory), International Bond Market, LIBOR, (Theory), International Equity Market (ADR, GDR, EURO), Multinational Cash Management, (Theory)	11
4.	<b>International Contract &amp; Procedure</b> - Letter of credit- Meaning & Mechanism, Types of letter of Credit, Operation of Letter of Credit <b>Managing Exposure</b> - (Theory & Numerical) - Management of Economic Exposure, Management of Transaction Exposure, Management of Translation Exposure	11
5	Transfer Pricing; Cross-border currency volatility management	3
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1.	To describe the structure of the global financial system, the functions and main elements.
2.	To describe the basics of the global financial system stability.
3.	To study the history of the global financial system regulation.
4.	To name the world financial institutions, its functions and structure.

## Learning Resources:

1.	P.G. Apte International Financial Management McGraw Hill 2017, 7th Edition
2.	Cheol S. Eun & Bruce G. Resnick International Financial Management McGraw Hill 2017, 7 <sup>th</sup> Edition
3.	Jeff Madura International Financial Management Cengage 2015, 12 <sup>th</sup> Edition
4.	Alan C. Shapiro Multinational Financial Management Wiley India, Latest Edition



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## BUSINESS ANALYTICS MINOR

<b>Course Name:</b>	<b>Data Analytics using Big Data</b>		
<b>Course Code:</b>	MBA-BA 402	<b>Category:</b>	Business Analytics
<b>Semester:</b>	Fourth	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Should have knowledge of one Programming Language, Practice of SQL (queries and sub queries)
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1.	Understand about commonly used terms and techniques related to data analytics that can be used by managers to make better decisions.
2.	Understand the Big Data Platform and its Use cases
3.	Provide an overview of Apache Hadoop and HDFS
4.	Understand Map Reduce Jobs and Hadoop Eco System

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	<b>Data Analytics: Data Definitions and Analysis Techniques Overview</b> Elements, Variables, and Data categorization, Levels of Measurement, Data management and indexing, Introduction to statistical learning.	6
2	<b>Data Analysis Techniques</b> Regression analysis , Classification techniques , Clustering , Association rules analysis	8
3	<b>Introduction to Big Data and Hadoop:</b> Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy	8
4	<b>HDFS(Hadoop Distributed File System):</b> The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces	6
5	<b>Map Reduce:</b> Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.	8





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6	<b>Hadoop Eco System:</b> Introduction to Pig, Hive and Hbase. <b>Introduction to Pig:</b> Introduction to Pig, The Anatomy of Pig, Pig on Hadoop, Pig Philosophy, Use Case for Pig: ETL Processing, Pig Latin Overview, Data Types in Pig, Running Pig, Execution Modes of Pig, HDFS Commands, Relational Operators, Word Count Example using Pig, Pig at Yahoo!, Pig versus Hive	8
7	<b>Introduction to Hive:</b> Introduction to Hive, Hive Architecture, Hive Data Types, Hive File Format, Hive Query Language (HQL), User-Defined Function (UDF) in Hive.	4
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Learn the importance of proper data analysis in decision making using Python
2	Identify Big Data and its Business Implications.
3	Understand the components of Hadoop and Hadoop Eco-System
4	Develop Big Data Solutions using Hadoop Eco System

## Learning Resources:

1	Big Data Black Book, Dreamtech
2	Big Data and Analytics by Subhashini Chellappan Seema Acharya (Author), Wiley Publications
3	Tom White "Hadoop: The Definitive Guide" Third Edit on, O'reily Media, 2012
4	Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015
5	<u>Jisha Mariam Jose</u> Hadoop Practice Guide: SQOOP, PIG, HIVE, HBASE for Beginners, Notion Press
6	Michael Mineli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.

<b>Course Name:</b>	Data Visualization using Business Intelligence Tools		
<b>Course Code:</b>	MBA-BA 404	<b>Category:</b>	Business Analytics
<b>Semester:</b>	4 <sup>th</sup>	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic concepts of Computer
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05



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## Course Objectives:

1	To enable the students to analyze large commercial datasets using Business Intelligence/Business Analytics tools to generate insights with clear visual presentation
2	To develop the ability to apply the knowledge of BI tools and techniques for providing solutions to an organization's real life problems.

## Course Contents:

Module No.	Description of Topic	Contact Hrs.
1	Concept of business value from corporate data, Nature and Value of Business Intelligence, Business Intelligence Environment, How types of data processing can add value to corporate data sources	4 L
2	Knowledge discovery, Data warehousing, Data mining, Business analytics	6L
3	Data visualization, Visualization techniques, Dashboard, Relationship between Corporate Strategy, Business Intelligence Strategy	4L
4	BI links to Enterprise Systems, CRM (Customer Relationships Management), SCM (Supply Chain Management) Structured & Unstructured data, Content Management Systems	6L
5	Privacy, Ethical, Legal issues associated with BI Implementation, Decision Support Systems, Expert Systems and Executive Information Systems	4L
6	Selection of BI/BA tools to provide insights in decision making scenarios, Tools to refine the Data and Create, Edit, Alter, and Display their Visualizations through Excel and RStudio with Demonstration	12L
7	Demonstration on Basic Tableau functions, Tableau Reports, Tableau Charts; Power BI	12L
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Apply suitable design principles in the creation of presentations and visualizations
2	Select appropriate data visualization techniques for given particular requirements imposed by the data
3	Present data with visual representations for any kind of target audience, task, and data
4	Create multiple versions of digital visualizations using Excel, R and Tableau.



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## Learning Resources:

1	Data Visualization - A Practical Introduction By Kieran Healy
2	Storytelling With Data: A Data Visualization Guide for Business Professionals By Cole Nussbaumer Knaflic
3	Big Data Visualization, By James W Miller
4	High Impact Data Visualization with Power View, Power Map, and Power BI, By Adam Aspin
5	Big Data & Hadoop, By V.K. Jain, Khanna Publishing House
6	Visual Analytics with Tableau 1st Edition by Alexander Loth ,Wiley Publication



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## MARKETING MINOR

<b>Course Name:</b>	<b>Digital Marketing and E-business</b>		
<b>Course Code:</b>	MBA-MM404	<b>Category:</b>	Marketing Management
<b>Semester:</b>	4	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	General Management knowledge.
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1	Review key trends within the Digital Marketing landscape.
2	Explain the holistic impact of all Digital Marketing channels.
3	Examine an example of each Digital Marketing channel.

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	E-Commerce /E-Business: Introduction, Advantages and Disadvantages, Benefits, Features, Business models of E-Commerce, Model based on revenue models, Implementation Ecommerce business, Infrastructure Requirement for E-Commerce, Different types of Networking for E-Commerce ,Internet, Extranet and Intranet, Intelligent System, Risk of Ecommerce –Overview, Security for ECommerce, Security Standards, Farewell, Cryptography.	8L
2	M-Commerce: Definition, Classification, Advantages and Disadvantages, Benefits, Pitfalls of M-Commerce, Hand Held Devices, Mobility and commerce, Mobile Computing, Wireless Web, Payment Mode.	6L
3	E-Strategy: Overview, Strategic Methods for developing E-Commerce,E-Advertisement, Payment Mode, E-Cheque, E-cash, EThreats and Protection.	6L
4	ERP and SCM: Definitions-ERP, CRM, SCM, Concept of ERP, Evolution of ERP, Scope and Problem of ERP selection and Implementation ,Selection of EEP process, Feature of Commercial Software, Concept of CRM, Features, Applications, SRM portal, SCP tools, SCE, Framework, Internet's effect on Supply Chain Power, Case Study.	8L
5	E- Marketing/ Digital Marketing: E-shopping, Role, Policies,Online Marketing and Offline marketing, SEO,SMM,SEM, Meta Tags, Content Marketing, Marketing in Digital Age, Telemarketing, Commercial packages for Shopping Portal, Influencer Marketing: Digital Advertisements in OTT Platforms;Case Study.	6L



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6	Campaign Marketing, E-mail Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts and Vodcasts. • Digital Marketing on Various Social Media Platforms. • Online Advertisement, Online Marketing Research, Online PR. • Web Analytics. • Promoting Web Traffic. • Latest Developments and Strategies in Digital Marketing. EDI: Introduction, Definition, Features, Benefits, Application, Model, Protocol	8L
7	Electronic Payment System : Introduction – Online payment systems – prepaid and postpaid payment systems – e– cash, e– cheque, Smart Card, Credit Card , Debit Card, Electronic purse – Security issues on electronic payment system – Solutions to security issues – Biometrics – Types of biometrics. Legal and ethical issues in E– Commerce: Security issues in E– Commerce–Regulatory framework of E– commerce .Case Study.	6L
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Develop a digital marketing plan that will address common marketing challenges
2	Articulate the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display Media,
3	Recognize Key Performance Indicators tied to any digital marketing program
4	Improve Return on Investment for any digital marketing program
5	Launch a new, or evolve an existing, career path in Digital Marketing.

## Learning Resources:

1	Dropshipping E-commerce Business Model 2019: Steven Sparrow
2	Electronic Commerce: Gray P. Schneider
3	E-Commerce Website Optimization: Dan Croxen-John, Johann van Tonder
4	Electronics Commerce –Technologies and Applications: Bhaskar Bharat, TMH
5	Frontiers of Electronic Commerce: Kalakota ,Whinston, Pearson Education
6	E-Commerce : Strategy Technologies and Applications: Whiteley, David, TMH

<b>Course Name:</b>	<b>B2B Marketing</b>		
<b>Course Code:</b>	MBA-MM405	<b>Category:</b>	Marketing Management
<b>Semester:</b>	4	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	General Management knowledge
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05



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<b>Course Objectives:</b>	
1	Understanding business-to-business markets which involves planning, conception, product management, pricing, promotion, distribution, and sales of products from one firm to another firm.
2	Learning about industrial marketing opportunities and competitive strategies.
3	Learning about business marketing environment, managing relationships in business marketing, formulating strategies to convert opportunities into sales, and evaluating performance of the strategic decisions.

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	Nature of Business Marketing: Business Marketing Concept, Business Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products and Services, Business customers' purchase orientations, Organizational Process Characteristics, Environment Analysis in Business Marketing.	7L
2	Organizational Buying Behavior: Organizational Buying Process, Types of purchases/buying situations, Buying Centre Concept, Inter Personal dynamics of Business buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision, The Webster and Wind model of Organizational Buying Behaviour, Ethics in Purchasing	7L
3	Business Marketing Research: Differences between B2C and B2B Marketing Research, Sales Forecasting Approaches, Top-Down, Bottom-up approaches. Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market	7L
4	Product Policy of established products: Classification of the product types; the life cycle of the product; Management products; Strategies for established products. Product policy of new product development: Strategies for the development of new products; Marketing systems; Marketing of engineering services	5L
5	Formulating Channel Strategy: Nature of Business Marketing channels, Intermediaries, Direct and Indirect Channels, Channel Objectives, Channel Design, Managing Channel Members, Selection and Motivation of Channel Members, Channel conflicts. Pricing Strategy: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding.	7L
6	Management of Sales force: Personal selling, process of tendering, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force deployment.	5L



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7	B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, marketing strategy for the electronic market place.	5L
8	Case Study: Role of personal relation, Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions in Indian context	5L
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	Understand and identify opportunities in B2B Markets Understand the marketing mix, philosophy and value chain. Identify the current trend and changes in Business Marketing
2	Identify the Organizational buying process and Buyer-seller relationship Study on the customer relationship management and acquiring right customers
3	Analyze the segmenting of business market study the segmentation process Study the product life cycle and technology adoption life cycle
4	Learn about the formation of business model Study about the strategic planning Familiarize with the business marketing channels (Direct and Indirect Channels)

## Learning Resources:

1	Industrial Marketing by P. K. Ghosh; Oxford University Press
2	Indian Cases in B2B Marketing by Dilip Sarwate
3	Fundamentals of Business to Business by Coe John; McGraw-Hill Education
4	Business Market Management by Jr. Anderson James C; Pearson
5	Driving Demand: Transforming B2B Marketing to Meet the Needs of the Modern Buyer by Carlos Hidalgo; Palgrave Macmillan
6	The Challenger Sale by Matthew Dixon, Brent Adamson; Penguin





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## HUMAN RESOURCE MINOR

<b>Course Name:</b>	<b>Strategic HRM</b>		
<b>Course Code:</b>	MBA-HR402	<b>Category:</b>	Elective-HRM
<b>Semester:</b>	4th	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic Knowledge of HRM
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05

<b>Course Objectives:</b>	
1	The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations
2	The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
3	Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations

<b>Course Contents:</b>		
<b>Module No.</b>	<b>Description of Topic</b>	<b>Contact Hrs.</b>
1	Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach ;Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;	8
2	Environment Forecasting: Analysing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy. Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches.	9
3	Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation.	5
4	Strategic Human Resource Processes: Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development	8
5	Employee separation – Reductions in workforce; Lay off, Downsizing, - Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement	4



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6	New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	6
7	Emerging Issues in Strategic HRM: Multi Source Feedback and Competency Development; HR Strategy in workforce diversity HR Strategy for Corporations of Tomorrow Organizational HR in the future: (i) The corporations of tomorrow, (ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams, flexitime and telecommuting HR outsourcing contingent and temporary workers. HR Scorecard Employee Engagement Strategies -Talent management and retention; Modern HR Application Tools	8
<b>Total</b>		<b>48L</b>

## Course Outcomes:

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

1	integrate HR with the business strategy
2	Develop competency to enhance employee development
3	Gain rational ability to manage performance strategically
4	Develop competency to implement global HR practices
5	Comprehensively understand the evolving role of HR in the context of global workforce landscape and the role as a strategic business partner

## Learning Resources:

1	Mabey, Christefer and Salman, Graeme: Strategic Human Resource Management, Beacon Book, New Delhi .
	Salaman, Graeme: Human Resource Strategies, Sage Publications, New Delhi .
2	Starkey, Ken and Mc Kainlyualan: Corporate Strategy and Human Resources, Beacon Books, New Delhi .
3	Rajib Lochan Dhar (2008) : Strategic Human resource Management Excel Books New Delhi
4	Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
5	Srivastava, R.M, : International Strategic Management, Himalaya Pub., House, Mumbai
6	Strategic HRM, Jaffrey A Mello, Cengage Learning
7	Strategic Human Resource management, Das Pulak, Cengage Learning

<b>Course Name:</b>	<b>Organizational Change and Development</b>		
<b>Course Code:</b>	MBA-HRM404	<b>Category:</b>	Elective-HRM
<b>Semester:</b>	4th	<b>Credit:</b>	4
<b>L-T-P:</b>	4-0-0	<b>Pre-Requisites:</b>	Basic Knowledge of HRM
<b>Full Marks:</b>	100		
<b>Examination Scheme:</b>	Semester Examination:70	Continuous Assessment:25	Attendance:05



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Course Objectives:	
1	Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations
2	Exploring some of the ethical issues associated with change and organizational development
3	Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance. Distinguish the various structural, behavioral and comprehensive interventions typically used in change efforts

Course Contents:		
Module No.	Description of Topic	Contact Hrs.
1	Introduction to Organizational Change Introduction Objectives; Define Organizational Change ; Types and Forms of Organizational Change ; Models of Planned Change ; General Model of Planned Change	8
2	Entering and Contracting Introduction Objectives; Entering into an Organizational Change and Development Relationship; Selecting OD Practitioner ; Develop a Contract ; Interpersonal Process Issues in Entering and Contracting; Diagnosing Organizations Introduction Objectives ; What is Diagnosis? Organizational Level Diagnosis; Individual and Group Diagnosis; Methods of Collecting Diagnostic Information; Feeding back Diagnostic Information	12
3	Leading and Managing Change: Introduction Objectives; Motivating for Change; Overcoming Resistance to Change ;Creating a Vision for Change ; Developing Political Support and Employee Involvement ;Managing in Transition and Sustaining Momentum	9
4	Designing Interventions: Introduction Objectives ;Defining Interventions ,Human Process Interventions , Organization Process Interventions ,Techno-Structural Interventions ,Strategic Change Interventions	9
5	Evaluating and Institutionalizing Organizational Change: Introduction Objectives; Evaluating Organization Development Interventions; Measurement and Research Design; Institutionalizing Organizational Changes; Contemporary Trends in the Context of Organization Development	10
<b>Total</b>		<b>48L</b>



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## Course Outcomes:

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

1	Gaining knowledge about organizational development process.
2	How to change and develop organizations
3	Better understanding of the change management model.
4	Skills needed to develop an action plan for the development process.
5	Describe what an effective employee training and development program should look like

## Learning Resources:

1	Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi.
2	Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
3	Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.
4	Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .
5	Noe, R. (2017). Employee training & development (7th ed.). New York, NY: McGraw-Hill Education. ISBN: 978-0-07-811285-0
6	Lynton, Rolf. P and Pareek, Udai: Training for Develfopment, Vastaar Publishers, New Delhi.
7	Viramani, B.R and Rao, Kala: Economic Restructuring, Technology Transfer and Human Resource Development, Response Books, New Delhi.

## MBA 491: CAPSTONE PROJECT AND GRAND VIVA

A Comprehensive Viva-Voce would be conducted for the students to review the knowledge that they have gathered through the two- year course. A group of faculty panel members can ask random questions to the students from any part of the curriculum and they would be reviewed based on it

The business capstone project should focus on tapping the intellectual and critical thinking ability of the students related to a work on management domain. Technically, the capstone project research projects need an idea that would be evaluated by a person or group of persons from the industry or an academician connected with industry. The research report should also consist of capstone project statistics and a capstone project title. Since this is a capstone research project, the document is supposed to have at least four to five pages of information on what ought to be achieved. On average, the projects can last anywhere between eight to twelve weeks. The reports need to be documented and submitted for review. This project will be one of the last few steps in completing the management program. It should force the students to master their chosen area of study.