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**Syllabus**

**For**

**Dual Degree Course in Management**

**Master of Applied Management (MAM)**

**Second Year**

**(Effective from the Session: 2014-15)**

**STUDY AND EVALUATION SCHEME**  
**Master of Applied Management (MAM)**  
**Dual Degree Course in Management**  
**2014-15: Semester III**

S. No	Course Code	Subject	Periods			Evaluation Scheme						Total	Credits
			L	T	P	Internal Evaluation			End Semester				
						CT	TA+AT 10+10	TOT	P	TH	P		
1	MAM-301/ MAM-301(A)	Managerial Economics / English Language	3	2	0	30	20	50	-	100	-	150	4
2	MAM-302/ MAM-302(A)	Organisational Behaviour / Human Skills and Personality Development	3	2	0	30	20	50	-	100	-	150	4
3	MAM-303	Elements Of Direct and indirect Taxes	3	2	0	30	20	50	-	100	-	150	4
4	MAM-304	Financial Management	3	2	0	30	20	50	-	100	-	150	4
5	MAM-305/ MAM-305(A)	Marketing Management / Rural Management	3	2	0	30	20	50	-	100	-	150	4
6.	AUC-001/ AUC-002	Human values & Professional Ethics/Cyber Security	2	0	0	15	10	25		50		75*	
		Total	15	10		150	100	250		500		750	20

**Year-2<sup>nd</sup> Semester IV**

S. No	Course Code	Subject	Periods			Evaluation Scheme						Total	Credits
			L	T	P	Internal Evaluation			End Semester				
						CT	TA+AT 10+10	TOT	P	TH	P		
1	MAM-401	Entrepreneurship Development	3	2	0	30	20	50	-	100	-	150	4
2	MAM-402	Strategic Management	3	2	0	30	20	50	-	100	-	150	4
3	MAM-403/ MAM-403(A)	Human Resource Management / Management Information Systems	3	2	0	30	20	50	-	100	-	150	4
4	MAM-404/ MAM-404(A)	Legal Aspects of Business / CRM	3	2	0	30	20	50	-	100	-	150	4
5	MAM-405	Cost and Management Accounting	3	2	0	30	20	50	-	100	-	150	4
6	AUC 002/ AUC 001	Cyber Security / Human values & Professional Ethics	2	0	0	15	10	25		50		75*	
		Total	15	10		150	100	250		500		750	20

\* Human values & Professional Ethics /Cyber Security will be offered as a compulsory audit course for which passing marks are 30% in End Semester Examination and 40% in aggregate.

**MAM-301: MANAGERIAL ECONOMICS**

**Objectives:** The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

**Unit I**

Introduction to Business Economics and Fundamental Concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business Economics to Business, Micro Vs Macro Economics. Opportunity Costs. Time Value of Money, Marginalism, Incrementalism, Market Forces and Equilibrium, Risk, Return and Profits.

**Unit II**

Consumer Behaviour and Demand Analysis: Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Theory of Demand, Law of Demand, Movement along vs Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods (Brief)

**Unit III**

Theory of Production: Meaning and Concept of Production, Factors of Production and Production function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISO QUANTS.

**Unit IV**

Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale, Explicit Cost and Implicit Cost, Private and Social Cost. Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.

**Text Books:**

1. Samuelson, P & Nordhaus, W, (2009) Economics, 18th Edition, McGraw Hill Education.
2. Dwivedi, D.N. (2008) Managerial Economics, 7th Edition, Vikas Publishing House.

**Reference Books:**

1. Salvatore, D. (2008) Managerial Economics in a Global Economy, 6 edition, Oxford University Press.
2. Kreps, D. (2009). MicroEconomics for Managers, 1st edition, Viva Books Pvt. Ltd.
3. Peterson, L. and Jain (2006) Managerial Economics, 4 edition, Pearson Education.
4. Colander, D.C (2008) Economics, McGraw Hill Education.

### **Unit-I**

#### **Basic Applied Grammar and Usage**

The sentences; Kinds of Sentences, Parts of Speech- (a) Noun: Definition; Kinds; Gender; Number; Case; Usage, (b) Pronoun: Definition; Kinds; Gender; Number; Person; Usage (c) Adjective: Definition; Kinds; Degree; Conversion to Abstract Noun, Adverb, Verb; Usage, (d) Verbs: Definition; Kinds; Auxiliaries; Present, Past, Past Participle, Present Participle; Helping Verbs; Usage, (e) Adverbs: Definition; Kinds; Formation, Position; Degree of Comparison; Usage, (f) Preposition: Definition; Kinds; Usage, (g) Conjunction: Definition; Kinds; Usage and (h) Interjection: Definition; Usage, Articles- A, AN, THE- Usage; Omission, Capital letters and Punctuation, Tenses- Present, Past and Future, Indefinite, Continuous, Perfect, Perfect Continuous, Usage, Direct- Indirect Speech- Rules for conversion with examples, Active- Passive Voice **14**

### **Unit-II**

#### **The Structure of Sentences / Clauses**

Introduction to Clauses: Noun Clause, Adjective Clause, Adverb Clause, Usage Changing sentences; Affirmative to Negative sentences and vice versa, Affirmative and Negative sentences to Interrogative sentences and vice versa, Types of sentences- Simple, Compound, Complex; Transformation; Usage, Direct- Indirect Speech- Rules for conversion with examples, Active- Passive Voice **10**

### **Unit-III**

#### **Paragraph writing**

Introduction to Structure and Construction of a Paragraph; Techniques of Paragraph writing, Emphasis, Expansion, and Paraphrasing **10**

### **Unit-IV**

#### **Comprehension and Precis writing**

Comprehension writing; Listening / Reading Comprehension Material, Developing skills of Comprehension writing, Exercises, Précis writing: Techniques, Exercises, Short Essay writing: Essays- Definition and Types, Relevant Essay writing for Professionals, Types- Narrative; Descriptive; Reflective; Expository; Argumentative; Imaginative and Dimensions- Literary; Scientific; Sociological; Contemporary Problem solving

### **Text Book**

1. A Remedial Course in English for College Books 1-3 by B.K. Das & A. David, Oxford Univ. Press, New Delhi.

### **Reference Books**

1. Current English Grammar and Usage with Composition by R.P. Sinha, Oxford Univ. Press, New Delhi.
2. English Grammar, Composition and Usage by J.C. Nesfield, Macmillan India Ltd., Delhi
3. Oxford Practice Grammar by John Eastwood, Oxford Univ. Press, New Delhi.
4. Fowler's Modern English Usage by R.W. Burchfield, Oxford Univ. Press, New Delhi.
5. English Grammar & Composition and Usage by P.C. Wren & Martin, S. Chand & Co. Ltd., New Delhi

**Objectives:**

- To understand and appreciate different managerial functions and their application in an organizational setting.
- To give an overview of the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective.
- To obtain knowledge of key principles of management and be able to apply a management setting
- To analyze various topics pertaining to behavioral orientation to management such as Learning, Motivation

**Unit-1**

**Conceptual Framework of Management:** Concept: Nature, Scope and Managerial Functions. Management Level, Management roles, Managerial skills,

**Evolution of Management Concepts:** Scientific Management theory: Techniques of Scientific Management Theory and Criticism, Bureaucratic principles, Fayol's Principles of Management, Behavioural Approach to Management, Hawthorne studies, Theory X, Theory Y & Theory Z, System consideration, Contingency Theory.

**Unit-2**

**Management Functions: Manager as a planner & Strategist:** Fundamentals of Planning, planning at different levels.

**Decisions Making:** Elements, Process and Techniques.

**Organizing:** Fundamentals of organizing, organization structure & design, Power & authority, Delegation of authority,

**Behavioral Concepts:** Nature and Concepts of OB, Models of Organizational Behaviour, Relationship with Other Fields, Contemporary challenges.

**Learning:** Nature and Significance of Learning, Process of Learning, Theories of Learning, Behavioral Management: Steps of OB Modification Process.

**Unit-3**

**Motivation: Concepts:** Nature of Motivation, Classification of Motives, Motivation Process,

**Theories of Motivation: Early Theories:** Hierarchy of needs, Two-Factor Theory, McClelland's Theory of Needs; **Contemporary Theories:** Goal Setting Theories, Self-Efficacy Theory, Reinforcement Theory, Equity Theory, Expectancy Theory

**Values & Attitude:** Nature of Values, Types of Values: Terminal and Instrumental Values, Determinants of Values, Importance of Values in Organizational Behavior, Nature & dimension of Attitudes, Components of Attitude, Types of Attitude, Cognitive Dissonance Theory, Attitude Formation, Attitude Change,

**Unit-4**

**Perception:** Perceptual Process Model, Social Identity Theory, Attribution Theory: Attribution Errors, Self-Fulfilling Prophecy, Perceptual Errors in Organizational Setting, Improving Perceptions

**Personality:** Personality development, Determinants of Personality, Five –Factor model of Personality, The Myers-Briggs Type Indicator: (MBTI), Theories of Personality: Freudian Theory (Psychoanalytic Theory of personality), Erik Erikson Stages of Personality Development, Trait theory, Jungian theory given by Carl Jung

## **Unit-5**

**Group Dynamics:** Nature of Group Dynamics, Types, Stages of Group Formation: The Five Stage Model; Group Structure: Group Tasks, Team Development: Nature, Significance, Comparing Work Groups and Work Teams, Types of Work-Teams, Team-Effectiveness Model, Team Process, Contemporary Issues in Managing Teams, Concept of Conflict, Process and Resolution

**Leadership:** Nature, Leadership Styles, And Traits of Effective Leader, Models and Theories of Leadership: Competency Perspectives; Behavioral Perspectives; Transformational Perspective, Leadership Skills.

### **Text Book:**

1. Koontz Harold & Weihrich Heinz, “Essentials of Management”, Tata Mc Graw Hill
2. Robbins Stephen P., Judge and Sanghi “Organizational Behaviour”, 13th edition Pearson Education
3. Robbins., Judge ,Sanghi., ‘Organizational Behavior’, Pearson, 13th edition
4. K Aswathapa: Organisational Behaviour; Himalaya Publishing House, 9th revised edition

### **Suggested Readings/ References:**

1. Stoner, Freeman & Gilbert Jr, “Management”, Prentice Hall of India,
2. Rao VSP & V Hari Krishna, “ Management Text and Cases”, Excel Publication
3. K .Ashwathapa., ‘Organizational Behaviour,’ Himalaya Publication
4. Luthans Fred, “Organizational Behaviour”, Tata Mc Graw Hill,
5. Bateman, Thomas S. and Snell, Scott A., 2008 (eighth edition), “Management: Leading and Collaborating in a Competitive World”, New Delhi, Tata McGraw-Hill Publishing.
6. Richard L. Draft, Management, Thomson south-Western.
7. Stephen Robbins, “Organizational Behavior”. Prentice Hall India Pvt. Ltd New Delhi.
8. VSP Rao: Organizational Behavior, Excel books, 1st edition
9. Fred Luthans, “Organizational Behavior”. McGraw Hill Book Company
10. Ricky Griffin & Georgy Moorehead, “Organizational Behavior”, Hough Co. Boston.

**MAM-302(A): HUMAN SKILLS AND PERSONALITY DEVELOPMENT**

**Objectives:**

1. To develop the project writing and presentation skills of the undergraduate students.
2. The students should be able to act with confidence, should be clear about their own and personality, character and future goals.

**Unit I**

Project and Report writing and Proposals: – How to write an Effective Report, Basics of Project writing, Paragraph writing, Paper reading, Basics of Project presentation.

**Unit II**

How to Make a Presentation, the Various Presentation Tools, along with Guidelines of Effective Presentation, Factors affecting Presentation and How to control them, Interactive Presentation & Presentation as Part of a Job Interview, Concept of Effective Listening.

**Unit III**

Basic Guidelines for a Good Resume, How to Face an Interview Board, Body Posture, Importance of Gestures and Basics of Good Interviews. Mock Interview Practice in Classrooms Self Introduction – Highlighting Positive and Negative Traits and Dealing with People with Face to Face interactions.

**Unit IV**

Leadership – Basic Traits of a Leader, with Case Study, Knowing Your Skills and Abilities; Introduction to Group Discussion Techniques with Debate and Extempore, Personality Development. Audio Video Recording and Dialogue and Discussion Sessions on Current and Emerging issues related to National and International, Environment, Economy, Education, and Politics.

**Text Books**

1. Bovee, Thill and Chaturvedi, (2010), Business Communication, 2 edition, Pearson Education.
2. Lillian, Chaney, (2008), Intercultural Business Communication, 4thst edition, Pearson Education.

**Reference Books:**

1. Chaturvedi, Mukesh, (2009), Business Communication: Concepts, Cases & Applications, 1 edition, Pearson Education.
2. McGraw, S. J., (2008), Basic Managerial Skills for All, 8th edition, Prentice Hall of India.

**Objectives:** The course aims to help students to comprehend the basic principles of the laws Governing Direct and Indirect Taxes. Students are expected to have only elementary knowledge of the Topics specified in the syllabus.

### **Unit I**

Introduction to Income Tax Act 1961 Salient Features and Basic Concepts – Previous Year, Assessment Year, Person, Gross Total Income and Agricultural Income. Residential Status and Incidence of Tax, Fully Exempted Income.

### **Unit II**

Heads of Income – Salary, House Property, Business or Profession, Capital Gains, Other Sources, Clubbing of Income, Deductions Under Chapter VI (related to individuals and firms) Assessment of Individuals and Firms (simple problems).

### **Unit III**

Relief's Set off and Carry Forward of Losses, Deduction of Tax at Sources, Payment of Advance Tax.

### **Unit IV**

Central Sales Tax Act 1956 – Introduction; VAT, Registration of Dealers, Levy and Collection of Tax and Penalties. Service Tax (Finance Act 1994) – Note: Assessment Year (Current) Introduction to Procedure for Service Tax Return.

### **Text Books:**

1. Lal, B.B., (2009), Income Tax and Central Sales Tax Law and Practice, 30 edition, Pearson Education.
2. Singhania, V.K. and Singhania, Monica, Students Guide to Income Tax, latest edition, Taxman Publications.

### **Reference Books:**

1. Ahuja, Girish and Gupta, Ravi, Systematic Approach to Income Tax, Latest Edition, Bharat Law House.
2. Datey, V.S., Indirect Taxes-Law and Practice, latest edition, Taxman Publications.
3. Government of India, Bare Acts (Income Tax, Service Tax, Excise and Customs)
4. Vashisht, Nitin and Lal, B.B., (2009), Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 30th edition, Pearson Education

**Objectives:**

The primary objective of this paper is to educate the students about the basic principles, tools and techniques of financial management which are required to take an informed business decision and thus, can affect the profitability aspects of a firm.

**UNIT -I**

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

**UNIT -II**

Equity share, preference shares, debentures, bonds, warrants, Commercial Paper, Certificate of Deposit, Treasury Bills, Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis & Indifference Points.

**UNIT -III**

Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

**UNIT -IV**

Concept of retained earnings, Relevance and Irrelevance, Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions. Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

**UNIT -V**

Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.

**References:**

1. J Fred Weston & Eugene F. Brigham , Managerial Finance,                      Publications.
2. Franklin R. Edwards & Cindy W. Ma , Futures and Options, McGraw-Hill, Inc.
3. James Van Horne, Essentials of Financial Management, Prentice Hall.
4. Walker E. W., Essentials of Financial Management, Prentice Hall.
5. Srivastava, R. M., Financial Management, Sterling Publishers Private Limited.
6. Prasanna Chandra, Financial Management, Tata McGraw-Hill.
7. Pandey, I. M., Financial Management, Macmillan India.

**Unit I:** Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relationship Marketing, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

**Unit II:** Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Concept of Market Potential & Market Share. Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies.

**Unit III:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development.

**Unit IV:** Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

**Unit V:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Sales promotion – tools and techniques.

### References

1. Philip Kotler : Marketing Management, Pearson Education
2. Stanton: Fundamentals of Marketing, McGraw Hill
3. Ramasamy & Namakumari : Marketing Management, Macmillan India.
4. Govindarajan-Marketing Management-PHI
5. Rajan Saxena: Marketing Management, Tata McGraw Hill.
6. Mike Meldrum, Malcolm Macdonald: Marketing in a Nutshell: -Elsevier Inc.
7. Philip Kotler and Gary Armstrong: Principles of Marketing 12th Edition, Pearson Education, PHI
8. McCarthy E. J. : Basic Marketing: A managerial approach, Irwin, New York.
9. Kotler, Lilien & Moorthy : Marketing Models, Prentice-Hall of India
10. Etzel and walker-Marketing Concept and Cases Special Indian Edition-Mcgraw Hill

**UNIT I (6 Sessions)**

Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication.

**UNIT II (14 Sessions)**

Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

**UNIT III (8 Sessions)**

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing,

**UNIT IV (12 Sessions)**

Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report. Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

**Suggested Readings-**

1. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
2. Prag P A - Rural Diversification (EG Books)
3. Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)
4. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
5. Gopalaswamy T.P. - Rural Marketing Environment, Problems and Strategies (Vikas, 1st Ed.)

**MAM-401: ENTREPRENEURSHIP DEVELOPMENT**

**Objectives:** It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

**Unit I**

Introduction: The Entrepreneur: Definition, Emergence of Entrepreneurial Class: Theories of Entrepreneurship.

**Unit II**

Promotion of a Venture: Opportunity Analysis; External Environmental Analysis Economic, Social and Technological; Competitive factors; Legal requirements of establishment of a new unit and Raising of funds; Venture Capital Sources and Documentation Required.

**Unit III**

Entrepreneurial Behaviour: Innovation and Entrepreneur; Entrepreneurial Behaviour and Psychotheories, Social responsibility. Entrepreneurial Development Programmes (EDP): EDP, Their Role, Relevance and Achievements; Role of Government in Organizing EDPs Critical Evaluation.

**Unit IV**

Role of Entrepreneur: Role of an Entrepreneur in Economic Growth as an Innovator, Generation of Employment Opportunities, Complimenting and Supplementing Economic Growth, Bringing about Social Stability and Balanced Regional Development of Industries: Role in Export Promotion and Import Substitution, Forex Earnings.

**Text Books:**

1. Hisrich, Robert and Peters, Michael, (2002), Entrepreneurship, 5th Edition, McGraw Hill Education.
2. Charantimani, 2006, Entrepreneurship Development and Small Business Enterprise, 1st Edition, Pearson Education.

**Reference Books:**

1. Chandra, Ravi, (2003), Entrepreneurial Success: A Psychological Study, Sterling Publication Pvt Ltd., New Delhi.
2. Balaraju, Theduri, (2004), Entrepreneurship Development: An Analytical Study, Akansha Publishing House, New Delhi.
3. David, Otes, (2004), A Guide to Entrepreneurship, Jaico Books Publishing House, Delhi

**MAM-402: STRATEGIC MANAGEMENT**

**Objectives:**

Strategic management, being a key area in Business Management plays a vital role in success or failure of any product/brand/organization. Strategic formulations ask for an integrated approach where in-depth knowledge of management skills is required. The main objectives of the subject are:

- To understand the basic facts, concepts and fundamentals of strategic management.
- To explore the knowledge by scientifically using different methods of strategy formulation.
- To develop the skills of strategic formulation to handle different situations in corporate world.
- To understand the current scenario of market, understanding the nature & type of competition.

**Unit 1**

Introduction - Concept of Strategy, Strategic Management process, Evolution of strategy, Vision, Mission and Objectives, Environment Appraisal – Concept of environment, External and internal environment scanning.

## **Unit 2**

ETOP & PESTLE Analysis, SWOT Analysis. McKinsey's 7-S Framework, Ansoff Matrix, BCG Matrix – its significance in strategy formulation, Porter's five forces model of competition.

## **Unit 3**

Corporate Level Strategies: Stability Strategy, Growth strategy, Retrenchment strategy, Combination Strategy / Portfolio restructuring, Business Level Strategies: Cost Leadership, Differentiation, Focus Strategy, Offensive strategies, Defensive strategies and competitive advantages.

## **Unit 4**

Structural analysis of competitive environment, Strategic analysis and choice – Criteria for evaluating strategic alternatives, Operational and derived functional plans to implement strategy. Integration of functional plans. Evaluation and Control, Strategic control and operational Control, Organizational systems and Techniques of strategic evaluation.

## **Unit 5**

External Growth Strategy: Merger, Acquisition, Pros and cons of Mergers and Acquisitions; Joint Venture, Problems of JVs, Foreign collaboration as a strategy for growth.

### **Text Books:**

1. Business Policy & Strategic Management: Azhar Kazmi, (TATA McGraw Hill).
2. Strategic Management: John Pearce II, Richard B. Robinson, Amita Mital, TATA McGraw Hill.

### **Suggested Readings:**

1. Strategic Management: Srinivasan, (PHI Learning Pvt. Ltd.).
2. Strategic Planning & Management: P.K. Ghosh, Sultan Chand & Sons.
3. Demystify Strategy-Text and Cases: Amit Kapoor
4. Business Policy and Strategic Management: M. Jeyarathnam, Himalaya Publishing House.
5. Business Policy and Strategic Management: Aurnob Roy, Vrinda Publications (P) Ltd.
6. Strategic Management: Fred R. David, (PHI Learning Pvt. Ltd.).
7. Business Policy and Strategic Management: P. Subba Rao, Himalaya Publishing House.
8. Strategic Marketing Management Planning, Implementation & Control: Richard M.S. Wilson & Colin Gilligan

## **MAM-403: HUMAN RESOURCE MANAGEMENT**

### **Objectives:**

- To understand the challenges, trends, and activities related to current human resource management
- To provide an in depth understanding of the scope of the HR role in today's organizations.
- To provide an understanding of the role, functions and functioning of human resource department of the organizations.

### **Unit-1**

#### **Human Resource Management**

Concept & Nature,; Meaning & Definition, Nature & Scope of HRM ,Objectives of HRM, Evolution of HR functions: welfare & Strategic HR, HR roles and responsibilities ,Contemporary issues in HR

### **Unit-2**

#### **Job Analysis & Human Resource Planning (HRP)**

Definition, purposes, processes and limiting factors; Job Analysis & Design – Steps of Job Analysis, Method of Job Analysis; Job Description, Job Specification, Job Design: Factors affecting Job design, Techniques for designing Job. Job evaluation.

**Human Resource Planning (HRP):** Meaning & Definition ,Importance of HRP ,Factors affecting HRP, Planning Process, requirements for successful HRP ,Barriers to HRP

### **Unit-3**

#### **Recruitment & Selection**

Sources of Recruitment, Recruitment Process, Constraints and Challenges in the Recruitment Process, Factors Governing/ Affecting Recruitment, **Selection:** Role of Selection, Selection Process, Selection Test-Type: Advantages & Problems, Interview Types; Induction-Orientation

### **Unit-4**

#### **Training and Development**

Concept, Objective, Factors influencing training and development, The Training and Development Process, Methods, purpose & practices, four stages of training: Training Need Assessment, designing implementation and Training Evaluation

### **Unit-5**

#### **Performance Management**

Concept & Introduction, Objective, Rationale for Performance Appraisal, Procedures and Method of performance Management, Potential Appraisal

#### **Text Books:**

1. Dessler, Gary; Human Resource Management”, 12th Prentice Hall of India, New Delhi.
2. Gomez R Louis, Balkin B David and Cardy L. Robert, “ Human Resource Management”, PHI Learning

#### **Suggested Readings / References:**

1. Ivansevich John M, “Human Resource Management”, Tata McGraw Hill.
2. Ashwathapa, K, “Human Resource & Personnel Management, Text & Cases”, Tata McGraw Hill.
3. Pareek, Udai; Rao, T.V, “Designing and Managing Human Resource Systems” Oxford & IBH Publishing Co.
4. Rao V S P, “Human resource Management, Text & cases”, Excel Books.

## **MAM 403(A): MANAGEMENT INFORMATION SYSTEM**

### **Objectives:**

Management information system and its role in business decision making along with the contemporary issues and practices related to MIS.

### **Unit I (12 Sessions)**

Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems

### **Unit II (10 Sessions)**

Role of MIS: Strategic Advantage with MIS, Using IT for Strategic Advantage: Business Process Re-engineering, Creating a Virtual Company, Becoming an Agile Company, Building a Knowledge Creating Company

### **Unit III (10 Sessions)**

Developing MIS Systems: System Development Life Cycle, Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

#### **Unit IV (10 Sessions)**

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

#### **Suggested Readings:**

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1<sup>st</sup> Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12<sup>th</sup> Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3<sup>rd</sup> Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1<sup>st</sup> Ed.)
5. Davis & Olson – Management Information System (TMH, 2<sup>nd</sup> Ed.)
6. Murdick, Ross, Claggett – Information System for Modern Management (PHI, 3<sup>rd</sup> Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2<sup>nd</sup> Ed.)

### **MAM-404: LEGAL ASPECTS OF BUSINESS**

#### **Objectives:**

To acquaint students with general business law issues to help them become more informed, sensitive and effective business leaders

To understand the basic provisions of laws concerning incorporation and regulation of business organizations,

To focus on legal and statutory compliances.

To develop the skills to interpret the laws and apply it to practical problems, affecting the operations of a business enterprise.

#### **Unit 1:**

Indian Contract Act 1872-Contract-definition and concept; Agreement-offer and acceptance; Consideration and legality; Capacity of parties to the contract; Free Consent-coercion, undue influence, fraud, misrepresentation, mistake- bilateral and unilateral; Void Agreements-agreements in restraint of marriage, agreement in restraint of trade, uncertain agreements, agreements in restraint of legal proceedings, wagering and contingent agreements and Contracts; Quasi Contracts; Performance and Discharge of contracts; Breach of contracts and Remedies;

#### **Unit 2:**

##### **Special Contracts**

Indemnity and Guarantee-Meaning, nature and features, Types of guarantee, provisions related to different types of guarantee, Surety and co-surety-rights and liabilities, discharge of surety. Bailment and Pledge: Rights and duties of bailor and bailee, termination of bailment. Agency: Creation of agency, classification of agents, relationship between principal and agent, rights, duties and liabilities of agent and principal, termination of agency.

#### **Unit 3:**

Contract of Sale of Goods: The Sale of Goods act 1930- Introduction, Contract of Sale, Sale and agreement to sale, kinds of goods, Title to goods, Conditions and Warranties-Implied conditions and warranties, Doctrine of 'Caveat Emptor' Transfer of Property, Rules regarding transfer of property.; performance of Contract of Sale, Rules regarding delivery of goods, Duties of the seller and the buyer, Remedial Measures,

Buyer's breach - Unpaid seller's remedies- Right of lien, Stoppage in transit, Sellers breach - Buyer's remedies.

#### **Unit 4:**

Negotiable Instruments- Negotiable Instruments Act 1881: Introduction and Characteristics of Negotiable Instrument, Presumptions as to the negotiable instruments, Law overriding the provisions of the Negotiable Instruments Act, 1881. Promissory Notes, Bills of Exchange and Cheques, Parties to the Negotiable Instrument and their liabilities, Holder and Holder in due course, Negotiation and Presentment of Negotiable instrument, Discharge and Dishonor of Negotiable Instrument, Noting and Protesting of Negotiable Instrument, crossing of a cheque, rights and obligations of a banker, bouncing of cheques

#### **Unit 5**

Company Law: The Companies Act 1956: Introduction-Historical Background, Development of concept of 'corporate personality' Characteristics of a company, Doctrine of 'Lifting the Corporate Veil', Types of Companies, Formation of a Company, Procedure for Formation of Company, Memorandum of Association, Articles of Association, Doctrines of 'Ultra Vires, Indoor Management and Constructive Notice', Share Capital of the Company, types of share capital – increase/decrease of share capital – buy-back of shares, prospectus, Shareholders Meeting-Annual General Meeting, Extra Ordinary General Meeting, Statutory Meeting, Class Meeting.

#### **Text Books:**

1. N D Kapoor, "Elements of Mercantile Law by Mercantile Law" 32nd Edition, Sultan Chand and Sons
2. Satish B Mathur, "Business Laws," First reprint, 2011 McGraw Hill Higher Education

#### **Suggested readings/References:**

1. M C Kuchhal, "Business Law," Fifth edition, Vikas publishing House Pvt. Ltd.
2. Agarwal Rohini "Mercantile Laws and Commercial Laws," Taxman Allied Services Pvt. Ltd. Reprint 2007
3. Gulshan, S.S. (2009) Business Law, Excel Books, New Delhi
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 4th Edition

## **MAM 404(A): CUSTOMER RELATIONSHIP MANAGEMENT**

#### **Objectives:**

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

#### **UNIT I (10 Sessions)**

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, e-CRM, Features and advantage of e-CRM

#### **UNIT II (10 Sessions)**

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices

#### **UNIT III (8 Sessions)**

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales

#### UNIT IV (12 Sessions)

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Employee customer orientation, Factors effecting employee's customer oriented behavior, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

#### Suggested Readings

1. Alok Kumar Rai: Customer Relationship Management: Concepts and Cases (Second Edition)- PHI Learning
2. Simon Knox, Adrian Payne, Stan Maklan: Customer Relationship Management- Routledge Inc.
3. Bhasin- Customer Relationship Management (Wiley Dreamtech)
4. Dyche- Customer relationship management handbook prentice hall
5. Peelan-Customer relationship management prentice hall
6. Kristin Anderson, Carol Kerr: Customer relationship management, McGraw-Hill Professional
7. Chaturvedi-Customer Relationship Management (Excel Books)
8. Sheth J N, Parvatiyar A. and Shainesh G.: Customer relationship management:, Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
9. Lumar- Customer Relationship Management (Wiley India)

### MAM 405: COST & MANAGEMENT ACCOUNTING

#### Objectives:

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

#### Unit I (10 Sessions)

**Introduction:** Accounting for Management, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads, preparation of Cost Sheet.

#### Unit II (10 Sessions)

**Marginal Costing:** Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making **Differential Costing and Incremental Costing:** Concept, uses and applications, and their role in management decision making

#### Unit III (10 Sessions)

**Budgeting:** Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of various types of Budget and Master Budget, Advantages and Limitations of Budgetary Control.

#### Unit IV (10 Sessions)

**Standard Costing:** Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

**Responsibility Accounting** Concept and various approaches to Responsibility Accounting, and its managerial implications,

**Suggested Readings:**

- 1) Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
- 2) Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
- 3) Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.)
- 4) Sahaf M A - Management Accounting: Principles and Practice (Vikas, 2000, 1<sup>st</sup> Ed.)
- 5) Ravi M. Kishor – Cost & Management Accounting (Taxmann, 1<sup>st</sup> Ed.)
- 6) Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1<sup>st</sup> Ed.)
- 7) Arora M N – Cost and Management Accounting (Vikas, 8<sup>th</sup> Ed.)