

**MAHAMAYA TECHNICAL UNIVERSITY,
NOIDA**



**SYLLABUS
FOR
FIRST YEAR
OF
DUAL DEGREE COURSE IN MANAGEMENT (MAM)**

(Effective from the Session: 2013-14)

SCHEME OF EVALUATION OF MAM FIRST YEAR (from the session :2013-14)

SEMESTER -II

S No	Code	Subjects	Periods			Evaluation Scheme						Total	Credit
			L	T	P	Sessional			End Semester				
						CT	TA	TOT	P	Th	P		
1	BM-201	Financial Accounting	3	2	0	30	20	50	-	100	-	150	4
2	BM-202	Business Law	3	2	0	30	20	50	-	100	-	150	4
3	BM-203	Organizational Behaviour	3	2	0	50	20	70	-	130	-	200	5
4	BM-204	Marketing Management	3	2	0	30	20	50	-	100	-	150	4
5	*BM-205	Business Statistics	3	2	0	30	20	50	-	100	-	150	4
6	BM-206	Human Resource Management	3	2	0	50	20	70	-	130	-	200	5
7	**BM-207	Foreign Language	3	0	2	15	10	25	25	100	-	150	Comp. Audit Course
			21	12	2							1000	26

L: Lecture T: Tutorial P: Practical/Project CT: Class Test TA: Teacher's Assessment
Th: Theory TOT: Total

TA=20 (10 for teachers assessment plus 10 for attendance)

P = 25 (10 for practical exams plus 5 for viva, 5 marks for lab record and 5 marks for quiz)

** Mathematics/MBA Faculty shall teach this subject.*

***Foreign Language Faculty (Other than English) shall teach this subject.*

Note: Wherever the theory subject is of 130 marks, 15 short answer questions of 2 marks each shall

be asked in the question paper. The paper shall have the following three Sections :

- a. **Section A: 15 short answer questions, 2 questions from each Unit of 2 marks each, shall be asked in this Section. A student has to attempt all the questions.**
- b. **Section B: This Section shall be of 40 marks and shall consist of 5 questions, 1 from each Unit and each of 10 marks. A student has to attempt any four questions.**
- c. **Section C: This Section shall be of 60 marks and shall consist of 5 questions, 1 from each Unit. Every question shall have 3 parts and a student has to attempt any 2 parts. The student has to attempt all the questions of this Section.**

DUAL DEGREE COURSE IN MANAGEMENT

1.1 Objective :

- To educate and groom the students to get entry level managerial positions in manufacturing/ services organizations or to start and run own ventures with good business knowledge.
- To facilitate the development of students to take up growing challenges and find and implement solutions those are environmentally viable, ethically correct, and socially acceptable.
- To provide for job opportunities at different levels of management within organizations starting at supervisory level in SME segment and middle level management in large PSUs and MNCs.

1.2 Degrees awarded:

- The course shall provide an undergraduate degree in 3 or 4 year, (BM/BAM) followed by a Master's degree in five years (MAM).
- Award of a Bachelor's degree (BM) at the end of three years, if one wishes to discontinue the studies,

OR
- Award of a bachelor's degree in Applied Management (BAM) at the end of four years,

AND
- Award of Master's degree in Applied Management (MAM) at the end of five years.

Note: - (BAM shall not be awarded to any student who has acquired BM degree. However, a certificate for credits acquired at fourth year shall be given). A three year degree holder may start at lowest supervisory level whereas a four year degree holder at a level higher depending on the work experience he / she may have gathered at fourth year level. A Master's degree holder may start at higher level, possibly as a group leader based on his /her specialization at that level.

1.3 Duration of the Course:

- The course shall be for a total period of 5 years spread over ten semesters.

1.4 The Course framework provides additional entry points as:

- A student, who has discontinued his/her studies on obtaining BM degree, can join at later date for the fourth and fifth year of the course to complete MAM. However, such student shall not be awarded BAM degree at the end of fourth year even if he/she discontinues studies at fourth year.
- A student, who has discontinued his/her studies on obtaining BAM degree, can join at later date for the fifth year of the course to complete MAM.

Note :- The fifth year level Industrial Project shall be assigned as a group task and shall necessarily have interdisciplinary nature.

TABLE

Frame Work for 5-Year Integrated Management Programme

1.	Entry Qualifications	Std 12 th , any stream	
2.	Year 1		
3.	Year 2		
4.	Year 3	Exit	Bachelor of Management (BM)
5.	Year 4	Exit	Bachelor of Applied Management (BAM)
6.	Year 5	Completion	Master of Applied Management (MAM)

1.	Entry Qualifications	Bachelor of Management	
2.	Year 4	If Exits	A certificate of credit completion, No award of any diploma/degree
3.	Year 5	Completion	Master of Applied Management (MAM)

1.	Entry Qualifications	Bachelor of Applied Management (BAM)	
2.	Year 5	Completion	Master of Applied Management (MAM)

1.	*Entry Qualifications	Any graduate + at least 2 Yrs of work experience + Foundation Programme	
2.	Year 5	Completion	Accelerated Master of Applied Management (AMAM)

*Note:- Students with any Bachelor's degree and at least 2 years of work experience can also join at fifth year level after successfully completing a Foundation Programme and get a degree of Accelerated Master of Applied Management.

DETAILED SYLLABUS OF MAM

SEMESTER-I

BM-101: Principles And Practices of Management

Unit –I

Management: Concept, Nature, Importance; Management: Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

Unit –II

Introduction to Functions of Management, Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

Unit –III

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision, Quality of Work Life, Job Enrichment

Unit –IV

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

Unit –V

Issues of Relevance-Transnational environment and perspectives of business, Quality Management – basic insights of prominent thinkers, Quality of Work Life (QWL); Japanese Management.

References:

1. Stoner, Freeman & Gilbert Jr - Management Prentice Hall of Indi,.
2. Koontz Harold & Weihrich Heinz – Essentials of Management Tata Mc Graw Hill.
3. Robbins & Coulter - Management ,Prentice Hall of India.
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications Pearson Education.
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
6. James F.Stoner,et al, Management, Pearsons Education Delhi.
7. Harold Koontz Heinz Weihrich, Management, Tata McGraw Hill Pub. Co., Delhi.
8. S.K.Chakraborty , Management By Values, Oxford Univ. Press, Delhi.
9. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.
- 10.**Essentials of Management, Joseph L. Massie, PHI, New Delhi.

BM-102: Computer Applications in Management

Unit -I

Hardware: Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Unit -II

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler. Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

Unit -III

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system.

Unit- IV

Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies.

Unit -V

Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

References:

1. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
2. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 3 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
4. Introduction to Computers, Norton P. (TATA McGraw Hill)
5. Leon - Fundamentals of Information Technology, (Vikas)

Lab.BM-102P

Lab-1: Familiarization of different devices.

Lab-2: Use of scanner and camera, store the image in different formats and in different media.

Lab-3: Basics of MS-Word.

Lab-4: MS-Excel.

Lab-5: MS-Power Point.

Lab-6: MS Access: Creating tables, queries, forms and reports in MS-Access.

Lab-7: Familiarization of different OS commands.

Lab-8: Connect to Internet, domain name server, settings, security issues.
Familiarisation with IP address.

Lab-9: FTP, Telnet.

Lab-10: Web browsing. Search engines.

BM-103: Business Mathematics

Unit - I

Set Theory and Functions

Sets , Subsets, Equality of two sets ,Null Set, Universal Set ,Complement of a Set, Union and Intersection of Sets, Venn diagram , De Morgan's laws, Cartesian product of two sets, Application of Algebra of Sets.

Meaning and Definition of Function, Different types of Functions (one-one, many one, into and onto): Linear and Quadratic functions, single valued, and multiple valued functions.

Unit - II

Differentiation and its Applications

Introduction of Limit and Continuity*. Definition of derivative, working rules of derivatives (without proof), Derivatives of explicit, composite and implicit functions (without involving trigonometric functions. Second order derivative.

Maximum and minimum value of a function, Maximization of total revenue and profit, Minimization of costs.

UNIT - III

Integration

Meaning and definition of Integral and Integration, Indefinite and Definite Integration, Rules of integration (without proof), Integration by Substitution, Integration by Parts.

Definite Integration: Definition and properties of definite integral (simple problems only).

Unit - IV

Algebra

Permutations and Combinations (simple problems only). Definition of Determinants, Basic properties of determinant (without proof).

Definition of a Matrix, Types of Matrices, Addition and Subtraction of Matrices, Scalar Multiplication of a Matrix, Multiplication of two Matrices, Transpose of a Matrix ,Adjoint of a Matrix, Inverse of a Matrix, Solution of linear equations in two and three variables using inverse Matrix.

Unit - V

Interest, Annuities and Discount:

Simple Interest, Compound Interest, The amount of an Annuity Left Unpaid for a given number of years, Freehold Estate and Leasehold Estate, Sinking Fund, Amortization, Discount, important formulae and related problems.

*Questions should not be set.

Text Books:

1. Kavita Gupta , Business Mathematics, Sun India Publication.
2. Weir, Hass, Giordano, Thomas' Calculus, Pearson.
3. S.P. Rajagopalan and R Sattanathan, Business Mathematics, 2nd Edition, Tata McGraw Hill Education Pvt. Limited.
4. NG Das and JK Das, Business Mathematics and Statistics, Tata McGraw Hill Education Private Limited.

BM-104:Business Economics

Unit -I

Nature and Scope of Economics-Micro Economics and Macro Economics. Business Economics and its relevance in business decisions. Fundamental Principles of Business Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.

Unit -II

Demand Analysis and Demand Forecasting-Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting. Indifference Curve Analysis-Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect.

Unit -III

Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.

Unit -IV

Perfect and Imperfect Market Structures. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices, Factor Pricing-Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.

Unit -V

Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.

References:

1. Haynes, Mote & Paul : Business Economics, McGraw Hill Publication
2. Dean Joel : Business Economics, Prentice-Hall
3. Gupta G.S. : Business Economics, Tata McGraw Hill Publication
4. Dwivedi D. N. : Business Economics, Pearson Education India
5. Petersen, Lewis and Jain : Business Economics. Pearson Education India
6. Varshney & Maheshwari : Business Economic, Sultan Chand & Sons
7. Stonier & Hague : A Text Book of Economic Theory, Pearson
8. Mankiw : Economics-Principles and Application, Cengage Learning.
9. Slowman & Sutcliffe : Economics for Business, Pearson Education

BM-105: Business Communication

Syllabus

Unit -I

Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

Unit -II

ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

Unit -III

WRITTEN COMMUNICATION: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

Unit -IV

GROUP COMMUNICATION- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

PRESENTATION SKILLS: What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit -V

EMPLOYMENT COMMUNICATION: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

References

1. Lesikar, Petit & Flately: Lesikar's Basic Business Communication, Tata Mcgraw Hill
2. Poe & Fruchling : Basic Communication; AITBS
3. Taylor : English Conversion Practice; Tata Mcgraw Hill
4. Diwan & Aggarwal : Business Communication; Excel
5. Baugh, Frrayer & Thomas: How to write first class Business Correspondence; Viva Books

Lab. BM-105P

Details of Lab: Topics to be covered in the labs

- Lab -1**
1. Vocabulary exercises on the newly learnt words with evaluation
 2. Simple conversation exercises using the newly learnt words
 3. Practicing the pronunciation of the newly learnt words
 4. Practice of sounds (Vowels & Consonants)
 5. Transcription of words
- Lab- 2**
1. Reading & Comprehension of simple passages with exercises for evaluation
 2. Listening & Comprehension of simple passages with exercises for evaluation
 3. Discussion & simple conversation exercises based on the passages
- Lab -3**
1. Understanding of tenses & practice exercises with evaluation
 2. Practice exercises on enhancing conversational skills with evaluation
- Lab -4**
1. Understanding the conceptual inputs on presentation skills
 2. Watching examples of good/bad presentation skills & evaluating with the group
 3. Conducting presentations in front of the group along with peer and teacher evaluation

BM-106: Business Environment

Unit –I

Introduction : Meaning, Nature of Business, Concept & Characteristics of Business environment, an overview of various dimensions of business environment, Relevance of Business environment to business, types of environment: internal & external environment, micro and macro environment, competitive structure of industries, competitor analysis and strategic management.

Unit –II

Globalisation: Globalization & its impact on Indian Economy, Economic Reforms in India, Structural Changes in Indian economy post liberalisation, Counter policy to check Competition arising out globalisation, Industrial policy and industrialisation in globalised era.

Unit –III

Political and Legal Environment: Political institution in India-Legislature, Executive & Judiciary- Brief review of their functions, Indian Constitution-Fundamental rights & directive principles & their influence on Indian Business, Centre- State relationships, participative, economic, regulatory & promotional roles of government of India, evolving role of state /government.

Unit –IV

Social & cultural environment In India: Salient features of Indian society – class & caste structure of Indian society, Secularism in Indian Society , Rural – Urban differences , Joint family system, Business Participation in social & cultural affairs, Size & growth rate of population, Age structure of population, Demographic dividend & its impact on business & growth, Business & culture : religion , language ,culture & organizational behavior , Technological development & social Change

Unit –V

Technological Environment in India: Trends in technological environment in India, Innovation, Technological Leadership & follower ship, Technology & competitive Advantage, Sources of technological dynamics, Appropriate technology & technology adaptation, Technological collaboration & Govt. Policy, Transfer of technology, EMS Standard, ISO 1400.

References:

- 1.F. Cherunillam : Business Environment, Himalaya Publication
- 2.K Ashwathappa : Essentials of business Environment, McGraw Hill Education
- 3.Dutt & sundaram : Indian Economy, S. Chand ***Publisher***
- 4.N.K.Sharma : Business Environment in India, Pinnacle Technology
5. Vatsyanam : Indian Society & Social Institutions, Atlantic Publishers
6. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
7. Shaikh & Saleem - Business Environment (Pearson, 1st Editio

DETAILED SYLLABUS OF MAM

SEMESTER-II

BM-201 : Financial Accounting

Unit –I : Introduction: Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality. Difference between accounting concepts and conventions. Difference between traditional and modern accounting.

Unit –II: Orientation in Accounting: Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act.

Unit –III: Analysis of Financial Statement: Financial Statements - Meaning, Nature and Limitations. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis. Trend percentages and Common size statement.

Unit –IV: Techniques of Financial Analysis: Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios. Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.

Unit –V: Valuation of Assets: Valuation of Shares - Need and Methods. Valuation of Goodwill - Need and Methods. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost.

References:

1. H.G.Guthman :Financial Statements Analysis, PHI
2. Robert Anthony & Reece :Management Accounting - Text & Cases, Richard D. Irwin,
3. Morton Backer :Modern Accounting Theory, PHI
4. Roy, A.Foulke :Financial Statement Analysis, McGraw-Hill
5. Shukla & Grewal : Advanced Accounts , S. Chand & Company Limited
6. Mukherjee & Roy : Studies in Accounting Theory, World Press Pvt. Ltd. Calcutta
7. Jain & Narang :Advanced Accountancy, Kalyani Publishers
8. Khan & Jain : Management Accounting, Tata McGraw-Hill Education
9. Roy G.D. : A Survey of Accounting Ideas , Alpha Pub. Concern

BM-202 : Business Law

Unit –I

The Indian Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Breach, Damages for breach of a contract, Quasi contracts.

Unit –II

The Indian Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Limited Liability Partnership Act, 2000

Incorporation by registration, Relationship of members, members as agents, ex-members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

Unit –III

The Sale of Goods Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

The Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Bouncing of Cheques.

Unit –IV

The Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

The Consumer Protection Act, 1986

Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.

Unit -V

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Duties of Subscribers, Penalties and Offences.

The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

References

1. Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
2. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
3. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
4. Durga Das Basu- Constitution of India (Prentice Hall of India)

BM- 203 : Organizational Behaviour

Unit –I

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Organization as a Social Unit, Concept of Learning Organization, Roles & Skills of Managers. Individual Challenges & Opportunities of OB

Unit –II

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception. Attitude: Concept, Process and Importance,. Attitudes and Workforce Diversity. Personality: Concept, Nature and Types, Personality Attitude and Job Satisfaction. Learning: Concept and Theories of Learning.

Unit –III

Motivation: Meaning, concept and Theories of Motivation: Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations. Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups.

Unit –IV

Group Dynamics: Types of Group and their development stages, concept, status, norms size and cohesiveness. Group decision making techniques; Transactional Analysis; Four Life positions. Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Political Implications of Power.

Unit –V

Conflict and Stress Management: Conflict: Concept, Sources, Types, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling. Organisational Culture: Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

References:

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill,
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill,10th edition)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education

5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior:
6. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India)
7. Laurie J. Mullins : Essentials of Organizational Behaviour, Pearson Learning
8. Ian Brooks : Organizational Behaviour, Pearson Learning
9. Stephen P Robbins: Organisational Behaviour, Prentice Hall Inc.

BM-204 : Marketing Management

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

BM-205 : Business Statistics

Unit I: Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics, especially in Business Management

Unit II: Steps in decision theory approach. Types of decision making environments, decision making under uncertainty, Decision making under risk, Posterior probabilities and Bayesian analysis, Decision tree analysis

Unit III: Objectives of averaging. Requisites of measure of central tendency. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.

Unit IV: Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures- mean absolute deviation, Variance and standard deviation. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Measures of Kurtosis.

Unit V: Concept of probability, Definition of probability, Rules of probability and algebra of events. Probability Distributions-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions, Continuous probability distribution

References:

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Prearsons Education India
4. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
5. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
6. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
7. Sharma J K - Business Statistics (Pearson Education 2nd Edition).
8. Gupta C B, Gupta V - An Intro. to Statistical Methods (Vikas1995, 23rd Edition).
- 9 Levin Rubin - Statistics for Management (Pearson 2000, New Delhi).

BM-206 : Human Resource Management

Unit -I: Human Resource Management: Introduction: Meaning, definition, scope, Objectives, Significance and functions of Human Resource Management, Personnel Management vs. Human Resource Management, Human Resource Policy- Meaning, definition, importance, characteristics of good HR Policy.

Unit- II: Human Resource Planning-Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process, Job Analysis And Design-meaning, definition, factors affecting job design, process of job design, Recruitment; meaning, definition, importance, factors governing recruitment, recruitment process, Selection; meaning, definition, stepwise selection process.

Unit -III: Training and Development: meaning and purpose, Promotion and transfer: purpose, principles, types, reasons of promotions and transfers. Nature of Training and Development; Inputs in Training and Development; Gaps in Training; Training and Development as source of competitive Advantage, Training Process; Designing, Implementation and Evaluation of the Training Programme.

Unit -IV: Performance Appraisal and Compensation: Meaning, Definition and Objectives of Performance Appraisal, Competitive Advantage, Appraisal Process; Job Evaluation; Scope, Process and Methods of Job Evaluation, Employee remuneration; Components of remuneration; Wages and salary incentives ; Fringe benefits ; perquisites ; Non monetary benefits ; Importance of an ideal remuneration system ;Factor influence employee remuneration, Devising a remuneration plan ; Challenges of Remuneration ; Incentives payments ; Meaning and Definition ; Importance ; Types of Incentives System;

Unit -V: Employee Welfare and Ethics; Meaning and Definition, Merits and Demerits of Welfare Measures, Welfare Measures Inside the Work Place, Welfare Measures Outside the Work Place, Statutory and Non- statutory, Statutory Provisions, Non-statutory Benefits, nature, importance and relevance of HRM ethics, ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit

References:

1. K Ashwathappa :Text & Cases in Human Resources Management, Tata McGraw Hill.
2. Arun Monappa : Managing Human resources, McMillan .
3. Kesho Prasad : Strategic Human Resource Management, Prentice Hall India.
4. Ronald R.Sims : Human resource Management, Indian Associated Press.
5. Gary Dessler : Human resource Management, Pearson Education India.
6. Wayne *Mondy* : Human resource Management, Pearson Education India.

BM-207 : Foreign Language

Unit –I

Comprehension of a short passage, Grammar,
Simple composition of about 100 words in French on the topic studied

Unit –II

Translation from French into English based on the vocabulary of the text, Translation of unseen passages from English into French.

Unit –III

Composition of a short essay/Letter of approximately 250 words, Culture and Civilization: (Questions based on French Culture and Civilization on topics like boundary and geography of France, historical monuments, important cities, rivers, current important French personalities and events after Second World war in France)

Unit –IV

Simple composition of about 100 words in French on the topic studied, General type of questions (at least 25 questions) to be asked. They need not be factual repetition of the text

Books prescribed For Unit -I: Choice of one of the following methods:-

Nouveau Sans Frontières (2 Units)

Panorama

Cours de Langue et de Civilisation

Books prescribed For Unit -II: Choice of one of the following methods:-

Nouveau Sans Frontières

Panorama

Cours de Langue et de Civilisation

Initial-1 and 2 , CLE International

Le nouvel Espace-1 Hachette

Books prescribed For Unit –III & IV: Choice of one of the following methods:-

Le Nouvel Espace-1, Hachette

Libre Echange-1, Didier

Initial-1&2 , CLE International

Note : - Language lab is required for developing communicating skills etc.