

**KADI SARVA VISHWAVIDYALAYA  
GANDHINAGAR**

**MASTER IN APPLIED MANAGEMENT  
(MAM) PROGRAMME**

**Syllabus for MAM Programme  
(Semester V&VI)**

# Curriculum

The course curriculum and syllabus for MAM of Kadi Sarva Vishwavidyalaya is devised considering the norms of AICTE. This syllabus has endeavored to strike a balance between theory and practice and classic and contemporary concepts. The MAM programme will be conducted on a semester basis with ten semesters spread over five academic years. The duration of each semester will be around 16 weeks.

The courses in the Third year of MAM are as follows:

## **SEMESTER – V**

<b>Course Code</b>	<b>Subject name</b>
MAM 501	Feasibility Study
MAM 502	Organizational Behavior
MAM 503	Creativity and Innovation
MAM 504	Information Systems
MAM 505	Business Ethics
MAM 506	Export-Import Procedures

## **SEMESTER – VI**

<b>Course Code</b>	<b>Subject name</b>
MAM 601	Marketing Management
MAM 602	Financial Management
MAM 603	Company law
MAM 604	Project Management
MAM 605	Business Research Methods
MAM 606	Project

The courses in the Third year of MAM are as follows:

**SEMESTER – V**

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid-term exam	End term exam
MAM 501	Feasibility Study	4	50% Internal Evaluation		50% External Evaluation
MAM 502	Organizational Behavior	4	30%	30%	40%
MAM 503	Creativity and Innovation	4	30%	30%	40%
MAM 504	Information Systems	4	30%	30%	40%
MAM 505	Business Ethics	4	30%	30%	40%
MAM 506	Export-Import Procedures	4	30%	30%	40%

**SEMESTER –VI**

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid-term exam	End term exam
MAM 601	Marketing Management	4	30%	30%	40%
MAM 602	Financial Management	4	30%	30%	40%
MAM 603	Company law	4	30%	30%	40%
MAM 604	Project Management	4	30%	30%	40%
MAM 605	Business Research Methods	4	30%	30%	40%
MAM 606	Project	4	50% Internal Evaluation		50% External Evaluation

# Semester V

## **MAM 501- Feasibility Report**

A group consisting of three to four students will identify the business area of their choice and will prepare detailed feasibility report on the basis of their investigation. The project begins after the end of semester-IV & will be evaluated in the beginning of semester-V. So, the student needs to work on this project during the summer vacation of second year. The credit of this project will be added in semester V. The project may be based on primary data or secondary data depending upon the nature of the topic. The project will be evaluated on the basis of written report, presentation and viva-voce.

### **Course Objective**

- The purpose of this course is to enable students to prepare a feasibility report which helps them to start a new venture.
- The course will prepare the students to evaluate the obstacles pertaining in new start-ups & enable them to develop an integrated approach to solved it.

### **Focus**

The main focus of this project is to facilitate students to study a Business opportunity & understand the possible challenges & Problems that they can face when the start a venture.

### **Evaluation Scheme**

Project Report – 60%, Presentation and Viva – 40%.

The Evaluation Panel consists of two examiners (internal & external) where each one will do the evaluation for 50 % weightage.

### **Model Content of the Report**

#### **Title Page**

#### **Preface**

#### **Acknowledgement**

#### **Table of content**

#### **1. Introductory Page**

- 1) Name & Address of Business
- 2) Name & Address of the principals (founders)
- 3) Nature of Business (Description of Business)
- 4) Statement of Financing needed

#### **2. Executive Summary – Two to three pages summarizing the complete business plan**

#### **3. Industry Analysis**

- 1) PEST Analysis

- 2) Future outlook and trends
- 3) Analysis of competitors
- 4) Market Segmentation
- 5) Industry & Market Forecast

#### **4. Description of venture**

- 1) Products
- 2) Services
- 3) Size of Business
- 4) Office Equipments& Personal
- 5) Background of Entrepreneurs

#### **5. Production Plan**

##### **For Manufacturing Firm:-**

- 1) Manufacturing Process
- 2) Physical Plant
- 3) Machinery & Equipments
- 4) Name of Suppliers of Raw Material

##### **For Service Firm:-**

- 1) Merchandise
- 2) Inventory Control System
- 3) Flow of Service to the customers
- 4) Steps Involved in Business Transaction
- 5) Technology Utility Requirement to serve Customer

#### **6. Operation Plan**

- 1) Description of companies operation
- 2) Flow of order for goods & services
- 3) Technology Utilization

#### **7. Marketing Plan**

- 1) Pricing
- 2) Distribution
- 3) Promotion
- 4) Product Forecast
- 5) Contracts

#### **8. Organizational Plan**

- 1) Form of ownership

- 2) Identification of partners or principle share holders
- 3) Authority of principals
- 4) Management Team Background
- 5) Roles & responsibility of members of organization

**9. Assessment of Risk**

- 1) Evaluate weakness of business
- 2) New Technology
- 3) Contingency Plan

**10. Financial Plan (At least three years)**

- 1) Pro forma Income Statement
- 2) Cash flow projection
- 3) Pro forma balance sheet
- 4) Breakeven Analysis
- 5) Sources and Application of fund

**11. Annexure**

- 1) Letters
- 2) Market Research data
- 3) Leases or contracts
- 4) Price list from suppliers

**Reference Books**

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
1	Robert D, Hisrich	Entrepreneurship	TMH Publication House	Sixth Edition.
2	AnjaFoerster& Peter Kreuz	Different Thinking	---	Latest
3	ICFAI Center for Management Research	Project Management	ICFAI Center for Management Research	Latest
4	ShilpiJauhari&S.K. Chaturvedi	Project Management	Himalaya Publishing House	Latest
5	Edward Blackwell	How to prepare a Business Plan	The Sunday Times press	Fourth Edition
6	Prasana Chandra	Projects	TMH Publication House	Fifth Edition

7	Bruce Barringer&R.Duane Ireland	Entrepreneurship	Person Education	Latest Edition
8	SatishTaneja& S.L. Gupta	Entrepreneur Development- New Venture Creation	Galgotia Publishing Company	Latest Edition
9	Vasant Desai	Project Management & Entrepreneurship	Himalaya Publishing House	Latest Edition
10	John. W. Mullians	The New Business Road Test	Person Education	Latest Edition
11	P.C. Jain	Hand Book for New Entrepreneurs	Entrepreneurship Development Institute of India	Fourth Edition
12	V VRamani& A V Bala Krishna	Business Incubation	The ICFAI University Press	Latest Edition
13	Vasant Desai	Project Management	Himalaya Publishing House	Latest Edition

### Websites

1. [www.icreate.org.in](http://www.icreate.org.in)
2. <http://icreateincorporated.org/>
3. <http://startup50.com/>
4. <http://www.venturestudio.in/>
5. [echai.co](http://echai.co)
6. <http://www.iimahd.ernet.in/faculty-and-research/research-centers/ciie.html>

# MAM 502 Organizational Behavior

## Course Objectives

The course helps the students to understand the 'human' side of the organizations. The students will be able to observe, understand and analyze the behavior within the organizational context. It also helps the students to develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness.

## Focus

The course would focus in providing a practical approach which will guide the learner to deal with how organizations are managed, how employees are recruited; how culture of an organization develops with time; and what are the different forms of organizational structures necessary to run organizations effectively.

## Teaching Method

The course will use the following pedagogical tools:

- a) Lectures
- b) Role plays
- c) Case discussion.
- d) Projects/ Assignments/ Quizzes/ Class participation etc

## Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

## Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

The continuous evaluation scheme includes the components like Presentation, Assignment, Case Discussion, Quiz and Attendance.

## Model Content

Module No.	Course Content	No. of Sessions	Weightage
<b>I</b>	<b>Organisational Behaviour:</b> The emerging challenges and opportunities to organisational behavior, History and evolution of organisational behavior, Fundamental of individual behavior	<b>10</b>	<b>15 %</b>
<b>II</b>	Personality, Attitude and job Satisfaction, Learning and Learning theories, Perception	<b>10</b>	<b>25%</b>

<b>III</b>	Motivation and work performance, Practical Motivation Approaches Emotional and spiritual intelligence, the dynamics and Management of stress.	<b>10</b>	<b>20%</b>
<b>IV</b>	Group and team Dynamics, Transactional and organizational behavior, Leadership definition and theories of leadership, approaches of leadership. Authority, power and politics.	<b>10</b>	<b>20%</b>
<b>V</b>	Organizational Structure, Organizational Development, Organizational effectiveness, Organization of future, Corporate governance and social responsibility.	<b>10</b>	<b>20%</b>

### Text Book

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
1	AvinashChitale, Rajendra Prasad Mohanty, NishitRajaramDubey.	Organisational Behaviour- Text and Cases	PHI	Latest Edition.

### Reference Books

<b>Sr. No</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
1	Stephen P. Robbins Timothy A Judge, SeemaSanghi	Organizational Behavior	Pearson Latest Edition	Latest
2	Margie Parikh and Rajen Gupta	Organizational Behavior	Pearson	Latest Edition
3	Dipak Kumar Bhattacharya	Organisational Behaviour	Oxford Publications	Latest Edition
4	UdaiPareek	Understanding Organisational Behavior	Oxford University Press	Latest Edition
5	Jerald Greenberg Robert A. Baron	Behavior in Organizations	PHI	Ninth Edition
6	K. Aswathappa	Organisational Behavior	Himalaya Publishing House	Latest
7	Fred Luthans	Organisational Behaviour	McGraw - Hill	Latest Edition
8	Gregory Moorhead	Organisational	Jaico Publication	Latest Edition

	&Ficky W. Griffin	Behaviour		
9	Niraj Kumar	Organisational Behaviour	Himalaya Publishing House	Latest Edition

**List of Journals/ Periodicals/ Magazines/ Newspapers etc**

- Harvard Business Review, Decision, Vikalpa etc
- ICFAI Journal of Organisationl Behaviour

## MAM 503-Creativity & Innovation

### Objectives

- To introduce with dynamics of ideation & creativity
- To understand the essence of innovation in the dynamic business environment
- To acquaint with the recent paradigm shift of Innovation – From Macro & Micro Perspective

### Focus

The focus of the subject is on providing knowledge for successful practice of business innovation in the domains of venture capital management, intellectual properties, strategy, and corporate entrepreneurship.

### Teaching Method

The teaching method includes lectures & case studies.

### Course Duration

The course duration is of 50 sessions of 60 minutes each.

### Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

The continuous evaluation scheme includes the components like Presentation, Assignment, Case Discussion, Quiz and Attendance.

### Model Content

Module	Course Content	No. of Sessions	Weightage
1	<b>Dynamics of Ideation and Creativity:</b> Inbound Ideation—Internal Innovation Ideation, Creative Process, Outbound Ideation, Open Innovation Ideation Methods, Other Miscellaneous Ideation Methods	10	20 %
2	<b>The Concept of Innovation:</b> Defining Physical and Social Technologies, Levels of Innovation—Why is Management Innovation so Important, Incremental vs Radical Innovation, Innovation in Large and Small Firms, Why Should Firms Invest in Innovation	10	20%
3	<b>New Product Development:</b> Context of New Product Development, Process of New Product Development, R&D Approach and New Product Development,	5	10%

	Outsourcing of New Product Development		
4	<b>Paradigms of Innovation—The Macro Perspective:</b> Context of Innovation—Developed & Emerging Economies, Examining Reverse Innovation and Its Application to Corporate, Future Macro Trends in Innovation <b>Paradigms of Innovation—The Micro Perspective:</b> Organizational Factors Affecting Innovation at the Firm Level ( Culture, Team, Leadership)	10	20%
5	<b>Venture Capital, Intellectual Property, Strategic Context of Innovation &amp; Corporate Entrepreneurship</b>	15	30%

### Text Book

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Vinnie Jauhari and Sudhanshu Bhushan	Innovation Management	Oxford University Press	First

### Reference Books

Sr. No	Author	Name of the Book	Publisher	Edition
1	Floyd Hurr	Rousing Creativity: Think New Now	Crisp Publications Inc.	1999
2	Davis Gary and Scott	Training Creative Thinking	New York Pub.	Latest
3	Rastogi	Managing creativity for Corporate Excellence	Mac Millan	Latest
4	Pradip NCTE and Khandwalla	Lifelong Creativity	Tata McGraw Hill	Latest
5	Allan Afuah	Innovation Management	Oxford Uni. Press	Latest
6	Paul Trott	Innovation Management & New Product Development	Pearson Education	Latest

# MAM 504 Information Systems

## Course Objectives

- To understand the different software and hardware systems available in the industry
- To understand the latest developments in the wireless technology and its application worldwide
- To explain key concepts and elements of information technology and information systems
- To examine the evolution, role, function and impact of IT & IS in global business operation.
- To identify sources of information and assess how they can be used in the decision making process by leveraging information technology and networks.

## Focus

Information System for managers includes evolution, role, function and impact of Information Technology (IT) and Information Systems (IS) in international business operations. It will develop the students' ability to identify sources of information and how these can be used in the decision-making process by leveraging IT and networking.

## Teaching Method

The following teaching method will be adopted

- a) Lectures
- b) Computer applications/ problems
- c) Case study
- d) Minor projects

## Course duration

The course duration is of 50 sessions of 60 minutes each.

## Evaluation Scheme:

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

The continuous evaluation scheme includes the components like Presentation, Assignment, Case Discussion, Quiz and Attendance.

## Model Content

Module	Course Content	No. of Sessions	Weightage
1	Introduction to Information Management	12	25%
	Introduction to Management Information System		

	Database Management		
2	Business Data Communication	12	25%
	Application of Information Systems		
	Organization and Information System		
3	E- Commerce	13	25%
	Supply Chain Management		
	Customer Relationship Management		
4	Decision Support System	13	25%
	Executive Information System		
	Knowledge Management System		
	Information Systems: Ethical and Social Issues		

### **Text book**

Management Information System by Indrajeet Chatrjee, Latest Edition, PHI Publications

### **Reference Books**

- Management Information Systems: Managing the Digital Firm, 11<sup>th</sup> Edition, Ken Laudon, Jane Laudon and RajanishDass, Pearson Education
- Management Information Systems - W.S Jawadekar, Second Edition, TMH Publishing
- Management Information Systems, S Sadagopan, PHI
- Introduction to Information Technology, IITL Education Solutions Limited, Pearson Education

### **List of Magazines/ Journals**

- Journal of Management Information Systems
- International Journal of Information System and Management
- MIS Quarterly
- European Journal of Information System
- The Electronic Journal of Information System Evaluation
- Information Week
- Information Management

## **MAM 505 - Business Ethics**

### **Course Objective**

To develop the character of students by sensitizing them to fundamental principles of Ethics in general and Business, in particular in such a way that it makes permanent imprints in the minds of the students so that 'Ethical Mindset' becomes a crucial filter for future decision making process as is necessary for a transparent and a fair Corporate Governance System.

### **Focus**

Syllabus will have focus on the various Practical learning concepts. Students are required to case study of companies' ethical practices.

### **Teaching Method**

The following pedagogical tools will be used to teach this course:

- 1) Lectures
- 2) Case Study Discussions
- 3) Assignments

### **Course Duration**

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

### **Evaluation Scheme**

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

### **Continuous Evaluation Components:**

- Case Study analysis: Students are require to identify certain corporate cases pertaining to ethical practices and undertake a case study on them.
- Assignment: A group/ individual assignment will be given in the class room. A group is supposed to submit it in hard copy. Date of submission will be announce in the class only.
- Quiz: Quiz will be conducted at regular interval after the completion of certain portion of the syllabus.
- Attendance & Class Participation: Attendance & Class Participation will be taken into consideration as Continuous Evaluation Component.

## Model Content

Module	Course Content	No of Sessions	Weightage
1	<b>Introduction and Overview of Ethics</b> Business Ethics, Ethics for Managers, Value and Ethics in Business, Ethical Decision Making, Personal and Business Ethics, Management Ethics, Morality, Etiquette and Professional Codes	12	25
2	<b>Ethical Dilemmas and Decision Making</b> Ethical Dilemma, Sources of Ethical problems, Personal Ethics for employees, Ethical models that guide decision making, approach for ethical decision making, Personal and Corporate Values and Ethical decision making	12	25
3	<b>Ethics, Business and Corporate Ethics</b> Corporate Ethics, Good Governance, Strategies and techniques for sound Corporate Governance, Indian Model of Corporate Governance, Guide for Investors/Shareholders, Investor Protection in India, Problems of Investors in India	14	25
4	<b>Corporate Social Responsibility, Consumer protection and Environmental Ethics</b> Why CSR, Advantages and Scope of CSR, Ethics and CSR, Consumer, Parties to consumer protection, Consumer protection in India, Consumer Protection Act, Environmental concerns, Future outlook on Environment, Sustainable Development, Waste Management and Pollution Control	12	25

## Textbooks

Sr. No	Author	Publication	Title	Edition
1	A C Fernando	Pearson	Business Ethics: An Indian Perspective	Latest

## Reference Books

Sr. No	Author	Publication	Title	Edition
1	A C Fernando	Pearson	Business Ethics and Corporate Governance	Latest
2	S K Mandal	Tata McGraw Hill	Ethics in Business and Corporate Governance	Latest
3	Murthy C.S.V.	Business Ethics and Corporate Governance	Himalaya Publishing	Latest

### List of Magazines, Journals and Websites to be referred

<b>Sr. No</b>	<b>Publisher</b>	<b>Title</b>
1	Indian Institute of Management, Kolkata.	Journal of Human Values
2	Indus Business Academy, Bangalore.	IBA Journal of Management & Leadership
3	Geeta Press Gorakhpur	Kalyan Kalpataru

## MAM 506 - Export Import Procedures

### Course Objectives

The specific objectives of this course are:

- To familiarize the learners with the concept export/import and understand the significance of global business
- To familiarize the learners with the process of export and import
- To understand the process for export financing and marketing
- To understand the process of shipment, logistic and preparation of documents for export/import

### Focus

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the export/import management process. The subject would thus offer students the opportunity to exercise on functions of export/import and learn practically about the same.

### Teaching Methods

The course will be taught through class room discussion, case study discussion, seminar and presentations. Students understanding will be evaluated through quizzes, assignment and projects.

### Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

### Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

### Continuous Evaluation Component

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)
1	Presentation/Assignment	Group
2	Quiz	Individual
3	Attendance and CP	Individual

## Model Content

Module	Course Content	No. of Sessions	Weightage
1	Meaning and Definition, Types of export and import, Role in Indian Economy, Export and Trading House, Major exports and imports, Major trading partners, Latest EXIM policy, FERA and FEMA, Role of WTO in foreign trade, Process of starting export/import business, Registration process for import and export	10	20%
2	Pre-Shipment Finance, Post Shipment Finance, Role of EXIM Bank in financing for export and import, Methods of payment for exporters and importers, Types of the incentives	12	25%
3	Types of channel for export and import, Forms and symbols for labels, Packaging material and Types of packaging, Pricing strategy and methods of pricing INCOTERMS	12	25%
4	Modes of Transport, Forms of Shipping, Types of ships, Reservation of Shipping Space, Containerization Shipping and commercial documents	12	25%
5	Select any product from India to be exported to any foreign country of your choice. Prepare marketing plan, estimation of cost, shipment and documentation.	4	10%

## Textbook

Sr. No.	Author/s	Title of the Book	Publisher	Edition
1	Justin Pual and Rajiv Aserkar	Export Import Management	Oxford University Press	Latest

## Reference Books

Sr. No.	Author/s	Title of the Book	Publisher	Edition
1	UshaKiranRai	Export - Import And Logistics Management	PHI	Latest
2	Aseem Kumar	Export and Import Management	Excel	Latest
3	P S Khurana	Export Management	Galgotia Publication	Latest

### List of Journals, Magazines and Newspapers to be referred

Journals	Magazines	Newspapers
Foreign Trade Review (SAGE publication)	EXIM India ( <a href="http://www.eximin.net/">http://www.eximin.net/</a> )	Business Standard
		Economic Times
		Times of India

### Websites

1. <http://www.commerce.nic.in/eidb/>
2. <http://dgft.gov.in/>
3. <http://www.fieo.org/>
4. <http://www.eximbankindia.in/#>
5. <https://www.icegate.gov.in/Webappl/>
6. <http://www.dgciskol.nic.in/>
7. <https://www.wto.org/>

# Semester VI

# MAM 601 - Marketing Management

## Course Objectives

Marketing Management is the fundamental functional course. The objective of the course is to acquaint students with importance, ways and consequences of doing marketing. The objective is also to make them comprehend challenges of contemporary time and requirement of novel thinking so as to succeed in achieving objectives of the organization by practicing efficient and effective marketing.

## Focus

The subject will focus on product, price, place and promotion of both products as well as services.

## Teaching Methods

Along with lectures, Case Study, Assignments and Field-work Projects will be used.

## Course Duration

The course duration is of 50 sessions of 60 minutes each.

## Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance.

## Model Content

Module	Course Content	No. of Sessions	Weightage
1	<b>Understanding Marketing Management;</b> Defining Marketing for the 21st Century, Developing Marketing Strategies and Plans	7	15%
2	<b>Analyzing Market;</b> Analyzing Consumer Markets, Analyzing Business Markets	8	20%
3	<b>Choosing Value;</b> Identifying Market Segments and Targets, Basic Understanding of Brand Positioning and Brand Equity; <b>Designing Value;</b> Setting Product Strategy, Designing and Managing Services, Developing Pricing Strategies and Programs	10	25%
4	<b>Delivering Value;</b> Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics; <b>Communicating Value;</b> Designing and Managing Integrated	10	25%

	Marketing Communications		
5	<b>Sustaining Growth and Value;</b> Introducing New Market Offerings	05	15%

### Textbook

Sr.No.	Name of Book	Name of Author	Name of Publishing House	Edition
1	Marketing Management: A South Asian Perspective	Philip Kotler, Kevin Lane Keller, Abraham Koshy&MithileshwarJha	Pearson	14 <sup>th</sup> edition

### Reference Books

Sr. No.	Name of Book	Name of Author	Name of Publishing House	Edition
1	Marketing Management	V.S. Ramaswamy	MacMillan	Latest edition
2	Marketing Management	K. Karunakaran	Himalaya Publishing House	Latest edition
3	Marketing Management	Arunkumar& N. Meenakshi	Vikas	Latest edition
4	Marketing Management	Tapan Panda	Excel Books	Latest edition
5	Marketing Strategies	RajanSaxena	Tata- McGraw Hill Publishing Company	Latest edition
6	Marketing in the new Era	J. S. Panwar	SAGE	Latest edition
7	Strategic Marketing Management	Khurana&Ravihandran	Global Business Press	Latest edition
8	Marketing Strategies	RamanujMazumdar	Allied Publishers Ltd. New Delhi	Latest edition

## MAM 602 - Financial Management

### Course Objective

The primary objective of this course is to explore concepts, approaches to financial management and its applicability in the corporate finance. This course is extended to the learning with case studies. There are four basic decisions of Finance, i.e. Investment, Financing, Working Capital and Dividend Decision. In addition, instructor focuses on foundation in finance principles and the related mathematical tools that are necessary for students to understand how financial decisions are made. The instructor also focuses on the teaching theory with practical aspects. This course helps students to inculcate corporate finance problems. However emphasis will be placed using Microsoft Excel to solve financial problems.

### Focus

The course would focus in providing a practical approach which will guide the learner through the method of Knowing- Learning – Practicing.

### Teaching Method

The course will use the following pedagogical tools:

- (a) Discussion on issues.
- (b) Practical Sessions (Introduction to financial functions in Spreadsheets)
- (c) Projects/ Case studies /Assignments/ Quizzes/ Class participation etc

### Course Duration

The course duration is of 50 sessions of 60 minutes each.

### Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance.

### Model Content

Module No	Course Content	No. of Sessions	Weightage
1	<b>Fundamentals of Financial Management and Valuation</b> <b>Concepts of Financial Management:</b> Definition, Scope, Goal, Function, Agency Theory, Financial System, Functions, Structure, Players. <b>Time value of Money:</b> Concepts of time value, Compounding and Discounting, Annuities, <b>Valuation of Bonds and Shares</b>	12	25%
2	<b>Investment Decisions</b> Introduction of capital budgeting, Nature, Process and	12	25%

	Discounted and Non Discounted Techniques of Investment Selection. <b>Estimation of Cost of Capital</b>		
3	<b>Financing and Dividend Decisions</b> <b>Theory of Capital Structure:</b> Meaning, Relevance and Irrelevance of Capital Structure, Arbitraging (Only theory), Leverage Analysis, Sources of Long Term Finance. <b>Understanding Dividend Decisions:</b> Meaning, Various Models of Relevance and Irrelevance of Dividend theory.	12	25%
4	<b>Working Capital Decisions</b> <b>Understanding Working Capital Management:</b> Principles, Policies and estimation of Working Capital Management <b>Management of Components of Working Capital:</b> Management of inventory, Working capital financing, Management of Cash (only theory), Management of receivables (only theory).	14	25%

\* The Case studies will be taken from Text Book I. M. Pandey, *Financial Management*, Latest Edition, Vikas Publication

#### Textbook

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	I. M. Pandey	Financial Management	Vikas Publication	Latest Edition

#### Reference Books

Sr. No	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Srivastava&Misra	Financial Management	Oxford University Press	Latest Edition
2	Prasanna Chandra	Financial Management – Theory and Practice	Tata McGraw-Hill Publishing Company	Latest Edition
3	Van Horne &WachowiczJr	Fundamentals of Financial Management	Pearson Education	Latest Edition
4	Briham& Houston	Fundamentals of Financial Management	Thomson Business Information India (P) Ltd	Latest Edition
5	Reddy, Sudarsana	Financial Management – Principles and Practice	Himalaya Publishing House	Latest Edition
6	Vishwanath, S. R	Corporate Finance - Theory and Practice	Response Books	Latest Edition
7	McMenamin, Jim	Financial Management – An Introduction	Oxford University Press	Latest Edition

### List of Magazines, Journals and Websites to be referred

Business Standard	Business World
The Economic Times	Business Today
The Chartered Accountant	Journal of Finance
The Chartered Secretary	Chartered Financial Analyst
<a href="http://www.moneycontrol.com">www.moneycontrol.com</a>	<a href="http://www.moneycontrol.com">www.moneycontrol.com</a>
<a href="http://www.bseindia.com">www.bseindia.com</a>	<a href="http://www.nseindia.com">www.nseindia.com</a>

# MAM 603 -Company Law

## Course Objectives

The objectives of this course are

1. To impart the students with Practical knowledge of the requirements and actions of company law which company require to follow as per the company act, 2013
2. To enable students with the legal requirements that they need to follow for the formation & management of a company
3. To equip students with rules and regulations affecting various managerial functions

## Focus

Syllabus will have focus on Practical learning of various concepts. Students are require to undertake a case study of company law and need to solve it as per the norms & regulations of company act.

## Teaching Method

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Study Discussions
- Audio & visual Material
- Assignments

## Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

## Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

## Continuous Evaluation Component

- Case Study analysis & Viva Voce: Students are require to undertake a case study pertaining to company law of any government, private or Corporate & need to solve it as per the norms & regulations of company act.
- Quiz: There will be two Quizzes.
- Attendance & Class Participation: Attendance & Class Participation will considered in CEC.

## Model Content

Module	Course Content	No of Sessions	Weightage
1	<p><b>Company act-Basics &amp; Management</b></p> <p>Definition &amp; Characteristics of company , Company distinguished from Partnership, Company law in India (The company act, 2013), Formation of company &amp; various process involved in it, Directors, Appointment, power, Meeting, Duties &amp; other legal regulation pertaining to director, Account keeping &amp; related norms, Appointment of auditors &amp; power, rights, duties of auditors</p>	12	25%
2	<p><b>Share capital&amp; Power of Borrowings</b></p> <p>Various Kinds, Alternatives &amp; reduction of share capital, Further issue, Reorganization of capital &amp; voting Rights, Application &amp; allotment of shares, Lien, Forfeiture, nomination &amp; Transmission of shares, Issue of shares at Premium &amp; discount, bonus shares, SEBI Guidelines on Shares, Ultra Virus Borrowing, Various kinds of Debentures &amp; Remedies for debenture holders, Various regulations of company law with respect to charges</p>	12	25%
3	<p><b>Partnership Business &amp; Legal Requirements</b></p> <p>Definition &amp; formation of partnership, Feature of partnership, Differences between partnership &amp; other forms of Business, Types of Partnership, Relation of Partner with other partners &amp; third party, Minor's position in partnership, Incoming &amp; Outgoing Partners, Registration of a partnership firm &amp; legal requirements</p>	14	25%
4	<p><b>Investigation, Restructuring &amp; Winding of Company</b></p> <p>Meaning of Investigation, Power for Investigation, Investigation by Government &amp; imposition of Restrictions, Powers of Inspectors &amp; Reporting, Principle of Majority rule, Prevention of oppression &amp; Mismanagement, Power of company law board &amp; central government, Restructuring &amp; amalgamation, Compromise at time of going public &amp; winding up of company, meaning &amp; Modes of Winding up of company, Winding up Procedure &amp; Power of Court, Voluntary Winding Up</p>	12	25%

### Textbook

Sr. No	Author	Publication	Title	Edition
1	N.D.Kapoor	Sultan Chand & Sons	Elements of Company Law	Latest

### Reference Books

Sr. No	Author	Publication	Title	Edition
1	K.R. Bulchandani	Himalaya Publishing House	Business Law for Management	Latest
2	A.K. Majumdar & Dr. G.K. Kapoor	Taxmann	Company Law & Practice	Latest
3	J.K. Bareja	Galgotia Publishing Company	Industrial Law	Latest

### List of Magazines and Journals

Sr. No	Publisher	Title
1	Jus Scriptum Magnus Pvt. Ltd.	Corporate law Advisor
2	ICFAI University	IUP Law Review
3	Hart Publishing, Oxford	Journal of Corporate Law Studies ( <a href="http://www.hartjournals.co.uk/jcls/">http://www.hartjournals.co.uk/jcls/</a> )
4	Vantage Asia Publishing Limited	India Business Law Journal ( <a href="http://www.indilaw.com/index.php">http://www.indilaw.com/index.php</a> )

### Websites

Sr. No	Websites
1	<a href="http://www.mca.gov.in">www.mca.gov.in</a>
2	<a href="http://www.claonline.in">www.claonline.in</a>
3	<a href="http://india.gov.in/official-website-company-law-board">india.gov.in/official-website-company-law-board</a>
4	<a href="http://www.clb.nic.in/">www.clb.nic.in/</a>

## MAM 604 -Project Management

### Course Objective

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. Upon successful completion of the course, the student will be able to understand how to devise strategy and plan for the project and design the project and its schedules and overall framework.

### Pedagogy

- Lectures
- Case study
- Assignments

### Evaluation Pattern

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance.

### Model Content

Module No.	Course Content	No of sessions	Weightage
1	<b>Introduction:</b> Introduction to Project Management, Structures and Culture of Project Management	8	15%
2	<b>Defining the Project:</b> Project Definition, Strategy and Project Selection	12	25%
3	<b>Designing the Project:</b> Estimating Project Time & Cost, Developing a Project Plan, Managing Risk, Scheduling Resources, Reducing Project Duration	12	25%
4	<b>Deliver and Executing the Project:</b> Progress & Performance measurement & evaluation Supply Chain Issues	12	25%
5	<b>Develop:</b> Project Audit & Closure	6	10%

### Text Books

- Projects by Prasanna Chandra, Tata McGraw Hill
- Project Management- The Managerial Process, Clifford F. Gray & Erik W. Larson, Tata McGraw Hill

**Reference Books**

- Project Management by Harvey Maylor, Pearson Education, 3<sup>rd</sup> edition
- Project Management by Pinto, Pearson
- Project Management-The Managerial Process by Clifford F. Gray & Erik W. Larson, Tata McGraw Hil

## MAM 605 - Business Research Methods

### Course Objective

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on a variety of business issues. For better decision making it is required to have sufficient information about the particular business area as information reduces the uncertainty in decisions. In this context research helps in developing the information about the various business areas and this way it also assist the managerial decision making. The course includes the understanding of various concepts of research methodology, some illustrations of their practical usage and understanding of some data analysis software.

### Focus

The focus of this subject is to provide basic understanding about use of qualitative and qualitative research tools.

### Teaching Methods

- Lectures
- Case study
- Minor projects (Including Development of questionnaire, Writing Literature Review)

### Course Duration

There shall be 50 sessions of one hour each and the course is spread across 16 weeks.

### Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance. Some of the suggested assignments are as under.

- In a group of two, students need to select one topic of research and have to prepare literature review, with use of APA citation style.
- In a group of two, students need to develop a questionnaire for online & manual versions.

### Model Content

Module No.	Course Content	No. of Sessions	Weightage
1	<b>Introduction to the Research Industry &amp; Career Scope</b>	1	10 %
	<b>Introduction, Objectives &amp; Application</b> Nature and Scope of Business Research,	2-3	

	Research Process at Glance, Decision Making and Marketing Research		
	<b>Discussion on Illustrative Research Proposals</b>	4	
2	<b>Quantitative Research Designs</b> Types of Research Designs and its applications	5-7	10 %
	<b>Identifying the Research Problem</b>	8-9	
3	<b>Specifying Data and Acquisition Methods</b> Data Types, Data Source, Primary Data & Secondary data, Comparison Between Various Data Actualization Method	10-12	10 %
4	<b>Qualitative Research design</b>	13-15	10 %
5	<b>Measurement and Scaling: Fundamentals and Comparative Scaling</b> Commonly Used Scales in Business Research, Reliability and Validity of Scale	16-18	10 %
6	<b>Questionnaire Designing</b> Steps in Designing Questionnaire, Pitfalls in Questionnaire Designing	19	10 %
	<b>Developing &amp; Using Online Questionnaire</b>	20-24	
7	<b>Sampling Design and Procedure</b> Sampling Method Procedure and Sample Size Decision	25-27	10 %
8	<b>Define Research Question And Framing &amp; Testing Of Hypotheses</b> Developing the Hypothesis, Testing of Hypothesis; Type – I and II Errors, One Tailed and Two Tailed Test of Significance. Parametric and Nonparametric Tests of Univariate and Bivariate Data (Nonparametric Tests: Kolmogorov Smirnov Test, Sign Test, Wilcoxon Matched Pairs Test, Kolmogorov Smirnov Two Sample Test, Mann Whitney U Test)	28-32	20 %
9	<b>Test of Association and Research report writing</b> Regression (Introduction only), Preparing a Research Report and Communicating the Research Results (Includes APA style of reporting the results and referencing), Evaluation of Research Result	33-36	10 %
	<b>Statistical Package for Social Services (SPSS)</b> (Will be used in future projects)	37-42	
	<b>Revision &amp; Remedial Sessions</b>	43-50	

#### Text Book (Latest Edition)

Sr. No.	Author/s	Publication	Title	Edition
1	Naval Bajpai	Pearson	Business Research Methods	Latest

### Reference Books (Latest Edition)

Sr. No.	Author/s	Publication	Title	Edition
1	Cooper, Schindler & Sharma	Tata McGraw Hill	Business Research Methods	Latest
2	Bryman& Bell	Oxford University Press India	Business Research Methods	Latest
3	Uma Sekaran	Wiley	Research Methods for Business	Latest
4	Luck & Rubin	Prentice Hall Publication	Marketing Research	Latest
5	Pandya & Jayswal	Books India Publications	Advanced Marketing Management	Latest
6	George & Mallery	Pearson	SPSS for Windows Step by Step	Latest

### Other Suggested Reading

At least five articles / research papers of their choice, from the available Indian journals with international repute (Faculty Member can suggest the article / research paper).

### Students need to refer the following websites

[www.ssrn.com](http://www.ssrn.com)

[www.nielsenmedia.com](http://www.nielsenmedia.com)

[www.censusindia.gov.in](http://www.censusindia.gov.in)

[www.esurveyspro.com](http://www.esurveyspro.com)

[www.imrbint.com](http://www.imrbint.com)

[www.in.kpmg.com](http://www.in.kpmg.com)

[www.surveymonkey.com](http://www.surveymonkey.com)

[www.marketingresearch.org](http://www.marketingresearch.org)

[www.mruc.net/](http://www.mruc.net/)

[www.marketingscales.com](http://www.marketingscales.com)

<https://statistics.laerd.com>

## MAM 606 - Project

### Course Objective

The purpose of this course is to enable students to study an industry/sector in its totality and appreciate the use of an integrated approach in understanding the environmental issues and problems.

A group of two to three students are asked to study a specific industry and the major players in that industry in group. The group is required to submit a technical report on concerned industry at the end of Semester. The group will identify the industry and the major companies in that industry for the purpose of study in the beginning of the semester and will start working on it. The report will be prepared by the group and it will be evaluated on the basis of written report, presentation and viva-voce.

### Evaluation Scheme

Project Report – 60%, Presentation and Viva – 40%.

The Evaluation Panel consists of two examiners (internal & external) where each one will do the evaluation for 50 % weightage.

### Model Content of the Report

- Title Page
- Certificate
- Declaration
- Preface
- Acknowledgement
- Executive Summary
- Table of Content

Sr. No.	Particulars
1	<b>Introduction about the Industry</b>
2	<b>Research Methodology</b> <ul style="list-style-type: none"><li>• Objectives of the Study of Product Market Analysis</li><li>• Information Needs</li><li>• Research Design</li><li>• Data Collection &amp; Sources</li><li>• Primary Survey Sample Plan (If Required)</li><li>• Survey Technique, Approach &amp; Instrument(S) To Be Used</li><li>• Analysis Plan</li><li>• Schedule.</li><li>• Limitations If Any</li></ul>
3	<b>Study of Global Market</b> <ul style="list-style-type: none"><li>• Global Scenario of Industry</li><li>• PEST Analysis of Industry in world Market</li><li>• List of Corporate &amp; Countries – Suppliers / Customers</li><li>• Global Trends In Production, Consumption, Product Development &amp;</li></ul>

	Marketing
4	<b>Study of Indian Market</b> <ul style="list-style-type: none"> <li>• History of Industry in India</li> <li>• Indian Scenario of Industry</li> <li>• Growth and Evolution of Industry in India</li> </ul>
5	<b>Product Profile</b>
6	<b>Demand determination of the Industry</b> <ul style="list-style-type: none"> <li>• Price</li> <li>• Income of targeted customers</li> <li>• Penetration level</li> <li>• Availability of Finance</li> <li>• Replacement Demand</li> <li>• Promotion Schemes</li> <li>• Excise duty structures</li> </ul>
7	<b>Players in the Industry</b> <ul style="list-style-type: none"> <li>• Number of Players</li> <li>• Introduction of key players</li> <li>• Market Share of Various Brands/Firms</li> </ul>
8	<b>Distribution channel in the Industry</b>
9	<b>Key Issues and Current Trends</b> <ul style="list-style-type: none"> <li>• Product Quality/Technology</li> <li>• Promotion</li> <li>• Company specific marketing strategies</li> <li>• Segmentation and Positioning</li> <li>• Total Market</li> <li>• Seasonality Pattern</li> <li>• Growth Rate Statistics</li> </ul>
10	<b>PESTEL Analysis</b> (depends on nature of study, as per the guide's suggestions) <ul style="list-style-type: none"> <li>• Import duties on Components and finished goods</li> <li>• Taxes and Levies</li> <li>• Non-Tariff Barriers</li> </ul>
11	<b>Portfolio Modal:</b> <ul style="list-style-type: none"> <li>• Michel Porter's Five Force Model,</li> <li>• BCG (2 × 2) Matrix,</li> <li>• GE Nine cell (3 × 3) Matrix</li> <li>• Key Success Factors etc.</li> </ul>
12	<b>Opportunity and Threat (OT) Analysis</b>
13	<b>Problems Identification, Problems Analysis and Remedial Measures</b>
14	<b>Future Outlook/Conclusion/Suggestions</b>
15	<b>Annexure &amp; Bibliography</b>