

Minor Track Business Management

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Programme Structure

Curriculum & Scheme of Examination

2019-22

AMITY UNIVERSITY, MUMBAI

Programme Structure- Minor Track- Business Management

Sem	Course Code	Course Title	L	T	P	Total Credits
I	MGT2101	Management Foundation	3	-	-	3
II	MGT2202	Marketing Management	3	-	-	3
III	MGT2303	Financial Management	3	-	-	3
IV	MGT2404	Business Environment	3	-	-	3
V	MGT2505	Entrepreneurship Development	3	-	-	3
VI	MGT2606	Business Policy & Strategic Management	3	-	-	3
		TOTAL				18

First Semester

MANAGEMENT FOUNDATIONS

Course Code: MGT2101

Credit Units: 03

Course Objective:

The aim of the course is to orient the students in theories and practices of Management so as to apply the acquired knowledge in actual business practices. This is a gateway to the real world of management and decision-making.

Course Contents:

Module I: Introduction

Concept, Nature, Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories - Classical and Neo - Classical Theories, Systems Approach to organization, Modern Organization Theory.

Module II: Management Planning Process

Planning objectives and characteristics, Hierarchies of planning, the concept and techniques of forecasting, Decision making – concepts & process, MBO, concept and relevance.

Module III: Organization

Meaning, Importance and Principles, Departmentalization, Span of Control, Types of Organization, Authority, Delegation of Authority.

Module IV: Staffing

Meaning, Job analysis, Manpower planning, Recruitment, Transfers and Promotions, Appraisals, Management Development, Job Rotation, Training, Rewards and Recognition.

Module V: Directing

Motivation, Co-ordination, Communication, Directing and Management Control, Decision Making, Management by objectives (MBO) the concept and relevance.

Module VI: Management Control

Coordination, Meaning, Nature, Features, Objectives and Process of Management Control, Techniques and Behavioural Aspects of Management control.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

(C - Case Discussion/ Presentation; HA - Home Assignment; V - Viva; CT- Class Test; A - Attendance; EE - End Semester Examination)

Text & References:

Text:

- Stoner, Freeman and Gilbert Jr. (2010), Management, 8th Edition, Pearson Education
- Robbins, (2009), Fundamentals of Management: Essential concepts and Applications, 6th edition, Pearson Education

References:

- Prasad, L.M. Principles & Practice of Management, 1st Edition, Tata McGraw Hills.

Second Semester

MARKETING MANAGEMENT

Course Code: MGT2202

Credit Units: 03

Course Objective:

The main objective of this course is to give students an elementary knowledge of the fundamentals in the field of marketing. The focus will be both on developing and helping them imbibe basic marketing principles and establishing an appreciation of contemporary realities.

Course Contents:

Module I: Introduction to Marketing

Meaning of marketing, Core concepts of marketing, Evolution and its role in the changing business environment, various marketing management philosophies, viz., the production concept, the product concept, selling concept and the marketing concept, Newer definitions of marketing- societal marketing and relationship marketing, Strategies planning in marketing, Formulation of marketing plan.

Module II: Analyzing Marketing Opportunities

Internal and External Marketing Environment Analysis, Introduction to Marketing Information System and Marketing Research, BCG matrix, GE 9 cell model.

Module III: Studying Consumer Behaviour and Selecting Markets

Buying Behaviour for Consumer Markets and Industrial Markets, Types of Buying Situations, Buying Decision Process and Factors Affecting Buyer Behaviour, Consumer Adoption Process, Concept of Market Segmentation, Bases for segmenting Consumer and Business markets, Approaches for Targeting, Differentiation and Positioning.

Module IV: Product Mix Strategy

Product: concept & levels, Classification of consumer and industrial products, Product Differentiation, Product Mix, Product Life Cycle and various strategies, Branding: concept and challenges, Brand decisions, Packaging and Labeling.

Module V: Product Development Decision and Pricing

Product Line Decisions, New Product Development: Challenges & Process; Consumer Adoption Process, Diffusion of Innovation, Pricing Strategies; Setting the price, Understanding various pricing strategies and their application.

Module VI: Distribution and Logistics Decision and Integrated Communication Mix

Nature of Marketing Channels, Channel Functions and Flows, Channel Design and Management Decisions, Channel Dynamics, Introduction to Wholesaling, Retailing and Logistics, Marketing communication mix and Introduction to various elements of integrated marketing communications briefly

Module VII: Emerging Marketing Paradigms

E-marketing, Global marketing, Mobile marketing, Kiosk marketing, Green marketing, Tele marketing, Multi level marketing, Rural marketing.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination

Text & References:

Text:

- **Kotler, Philip & Armstrong, Gray, Principles of Marketing, 10th Edition, Pearson Education.**
- **Saxena, Rajan (2008), Marketing Management, 3rd Edition, McGraw Hills Education.**

References:

- Ramaswamy and Namkumar, S (2009), Marketing Management Global Perspective: Indian Context, McMillan, New Delhi.
- Kumar, Arun and Meenakashi, N (2009), Marketing Management, Vikas Publishing House.
- Russel, Wines, Marketing Management, 3rd Edition, Pearson Education.
- Kotler, Koshi Jha (2009), Marketing Management, 13th Edition, Pearson Education.
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Third Semester

FINANCIAL MANAGEMENT

Course Code: MGT 2303

Credit Units: 03

Course Objective:

To take decisions which are effective, a manager in any of the functional areas be it Marketing, HR or IT requires a thorough cost and benefit analysis and a feel for Finance so as to look at the long term implications of his/her decision. This course is a "nut and bolts" course on Finance where the basic Financial decisions will be explained through problems and exercises, thus giving the student an understanding and a feel for Financial decision making.

Course Contents:

Module I: Introduction to Financial Management

Evolution of Financial Management, Key activities of Finance Manager Changing Role of Finance Managers, Key Decision Areas in Financial Management, Objectives of the firm.

Module II: Financial Statement Analysis

Introduction, objectives of financial statement analysis, Techniques-Ratio analysis, Comparative analysis and limitations of financial statement analysis, AS-20 (no numerical)

Module III: Valuation Concepts

Concept of Time value of Money, Process of Compounding and Discounting, Future Value of a Single amount, Future Value of an Annuity, Present Value of a Single Amount, Present Value of an Annuity, Cost of capital, Weighted average cost of capital, Leverage Analysis

Module IV: Financing Decision

Capital structure, Factors affecting Capital Structure decisions, Theory of Capital Structure Decisions, MM Theory, NI, NOI and Traditional theory, Pecking order theory.

Module V: Investment Decision

Basics of Capital Budgeting, Types of capital budgeting decisions, Estimating cash flows for project appraisal, Green capital budgeting, Non-discounted Cash Flow Techniques: Payback Period, ARR, Discounted Cash Flow Techniques: NPV, IRR, PI. Risk Analysis of Capital Budgeting: Risk adjusted discount rate, Certainty Equivalent Approach.

Module VI: Working Capital Management

Meaning and importance of adequate working capital, Excess or Inadequate working capital, Determinants of working capital requirement, Cash management, Receivable management and Inventory management – Sources of working capital.

Module VII: Dividend Decisions

Importance of dividend decisions, Theories of Dividend decisions: Irrelevance theory, Optimal dividend decision, Relevance theory, Determinants of dividend policy: Bonus Shares, Stock Splits & Buyback of shares. Tax considerations.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination

Text & References:

Text:

- Pandey, I. M, (2010), Financial Management. 10th Edition, Vikas Publishing House Pvt. Ltd.

References:

- Van Horne, J.C (2008), Financial Management & Policy, 13th Edition, Prentice Hall
- Chandra, P., Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.
- Brearly R.A. and Myers, S.C. Principles of Corporate Finance, 8th Edition, Tata Mc-Graw Hill.

Fourth Semester

BUSINESS ENVIRONMENT

Course Code: MGT 2404

Credit Units: 03

Course Objective:

The aim of the course is to orient the students towards the basic concepts of Indian and global business environment.

Course Contents:

Module I: Overview of Business Environment

Meaning and types of business environment, Internal and external environment, Micro and macro environment, Factors (Cultural, social, Political economic legal, demographic and technological) effecting business environment.

Module II: Indian Industrial environment

Industrial policy up to 1991, New industrial policy, Liberalization, Privatization and Globalization process in India, Disinvestment, Industrial sickness, MRTP act 1969, Competition law 2002, Foreign Exchange Regulation Act and Foreign Exchange Management Act (FERA and FEMA).

Module III: Financial Environment

Indian money and capital markets: meaning, functions and constituents, Stock exchange- importance and functions, SEBI, Capital market reforms and development, Industrial financial institutions (IDBI, SIDBI, ICICI, IFCI etc.).

Module IV: Labour Environment

Labour legislation in India, Social security benefits, Industrial disputes- causes and preventive measures, Settlement of disputes, International Labour Organisation (ILO), Trade union- meaning and functions, Trade Union Act.

Module V: Economic Planning and Development

Planning in India- needs and objectives, five year plans, planning commission, 11th five year plan, Green and white revolution- achievements and failures, Second green revolution, foreign trade policy 2009,

Export processing zones, Export oriented units, Special economic zones (EPZ's, EOU's, SEZ's) and trading houses in India.

Module VI: Global Environment

Bretton woods system, features of Uruguay round of negotiations, GATT/ WTO- role, functions and ministerial conferences, IMF, World Bank (International Bank for Reconstruction and Development), Regional economic cooperation institutions, SAARC, EU, NAFTA and ASEAN.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination

Text & References:

Text:

- Francis Cherunillam, (2007), Business Environment Text and Cases, Himalaya Publications.

References:

- Bedi Suresh, (2004), Business Environment, Excel Books, N. Delhi.
- Shaikh Saleem, (2010), Business Environment, 2nd Edition, Pearson Education.
- Bhatia H.L, International Economics, Vikas Publications.
- Mishra S.K, and Puri V.K, Indian Economy, Himalaya Publishing House.
- Gupta, C B, (2008), Business Environment, 4th Edition, S. Chand & Co. New Delhi
- Rudra Dutta and Sundharam, Indian Economy, S. Chand & Co. New Delhi
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Fifth Semester

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MGT 2505

Credit Units: 03

Course Objective:

The objective of the course is to provide students an understanding of entrepreneurship & the process of creating and growing a new venture. The course also focuses on giving the students the concept of an entrepreneur who is willing to accept all the risks & put forth the effort necessary to create a new venture.

Course Contents:

Module I: Basic Concepts

Qualities, Characteristics of an entrepreneur, Venture idea generation, Ideas and the entrepreneurship, Women entrepreneurs, Preliminary Screening, Drawbacks or Problems of entrepreneurship, Reasons of failure, Overview of setting up an enterprise with organizational forms – MSMED Act and SMERA Overview.

Module II: Project Appraisal

Pre-feasibility Report, Project Report, Comparative Rating of Product ideas, Cash Flow, Financial Analysis and Planning, Sources of Finance, Stages of Project Feasibility Analysis-Market, Technical, Financial, Social Analysis, Project Implementation Stages

Module III: Financial Analysis

Financing the project, Sources of finance, Venture Capital Sources, What Investor looks in the Investment Proposal, Outline for a Venture Capital Proposal, Sources of finance from different banks, Proposal with IDBI etc.

Module IV: Market and Materials Management Analysis

Vendor development, vendor selection decision factors, methods of price determination, direct and hidden cost in material management, market development, market feasibility, activities and decisions in materials management – International Markets.

Module V: Project Management

Steps and procedure for setting up small scale, Role of Banks and Financial Institutions in Development, E-Commerce, E-Business, E-Auction, Project management problems. SEZ, Cluster Development.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination

Text & References:

Text:

- **Developing Entrepreneurship**, Udai Pareek Sanjeev & Rao T.V, Printers, Ahmedabad
- **Issues and Problems: Small: 1**, Sharma, S.V.S., Industry Extension Training Institute, Hyderabad

References:

- **A Practical Guide to Industrial Entrepreneurs**; Srivastave, S.B., Sultan Chand & Sons
- **Entrepreneurship Development**; Bhanussali, Himalaya Publishing, Bombay

Sixth Semester

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course Code: MGT 2606

Credit Units: 03

Course Objective:

The aim of the course is to orient the students in theories and practices of Strategic Management so as to apply the acquired knowledge in formulation and implementation of strategies for better decision-making. This is a gateway to the real world of management and decision-making.

Course Contents:

Module I: Introduction

Planning, Evolution of strategic management, Concept of Corporate Strategy: Intended & Emergent, Patterns of Strategy Development, Levels of strategy.

Module II: Mission & Vision

Concept of Strategic Intent, Vision and Mission, Formulation of Vision and Mission Statements, Different Perspectives on Vision and Mission, Business Definition and concept of a Business Model.

Module III: Strategic Analysis

Industry Analysis, Competitor Analysis using Porter's 5-Forces model, Market Analysis, Environmental Threat and Opportunity Profile (ETOP), Internal Analysis: Building Organization Capability Profile and Strategic Advantage Profile (SAP), Building competencies using Value chain Analysis, Environmental Analysis and dealing with uncertainty, Scenario Analysis, SWOT Analysis.

Module IV: Strategic Choice

Strategic alternatives at corporate level: Expansion, Stability, Retrenchment and Combination, Strategic choice models for dominant single- Business companies- Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, Strategic choice models for multi-business companies- BCG, GE Nine Cell Matrix, Hofer's Model, Coevolving, Patching, Strategy as simple rules, Strategic alternatives at business level: Michael Porter's Generic competitive strategies, Building Sustainable Competitive Advantage.

Module V: Strategic Implementation

Operationalizing strategy and Institutionalizing strategy- Developing short-term objectives and policies, Functional tactics, and Rewards, Structural Implementation, Strategic Control, Mc Kinsey 7-S Framework.

Module VI: Recent Developments

Recent Developments in the Field of Strategy: Use of Balanced Scorecard approach, Corporate Governance and Corporate Social Responsibility, Corporate sustainability.

Examination Scheme:

Components	CT	HA	C	V	A	EE
Weightage (%)	10	5	5	5	5	70

C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination

Text & References:

Text:

- **Jauch & Glueck, Business Policy and Strategic Management,**
- **Pearce & Robinson, Strategic Management Formulation Implementation & Control, 9th Edition, McGraw Hill.**

References:

- **Lynch, Corporate Strategy, 4th Edition, Pearson.**
- **Ramaswamy & Namakumari, Strategic Planning,**
- **Michael E. Porter, Competitive Advantage, Crafting & Executing Strategy, The Quest for Competitive Advantage, Thomson, Strickland, Gamble & Jain, 12th Edition, McGraw Hill.**