

# **U.P. TECHNICAL UNIVERSITY, LUCKNOW**



Syllabus

for

**Dual Degree Course in Management  
Master of Applied Management (MAM)**

**Second Year – Semester 3 & Semester 4**

**Effective from the Session: 2015-16**

## PROGRAMME STRUCTURE AND EVALUATION SCHEME

### MAM Year 2

Effective from the Session: 2015-16 Semester III

S. No.	Course Code	Subject	Periods (Hours)			Evaluation Scheme						Total	Credits
			L	T	P	Internal Evaluation			End Semester				
						CT	TA + AT 10+10	TOT	P	Th.	P		
1.	MAM 301	Organizational Behaviour	3	2	0	30	20	50	-	100	-	150	4
2.	MAM 302	Cost and Management Accounting	3	2	0	30	20	50	-	100	-	150	4
3.	MAM 303	Business Laws	3	2	0	30	20	50	-	100	-	150	4
4.	MAM 304	Marketing Management	3	2	0	30	20	50	-	100	-	150	4
5.	MAM 305	Management Information Systems	3	2	0	30	20	50	-	100	-	150	4
6.	AUC 001* /AUC002*	Human Values and Professional Ethics* / Cyber Security*	2	0	0	15	10	25*	-	50*	-	75*	-
<b>TOTAL</b>			<b>15</b>	<b>10</b>	<b>0</b>	<b>150</b>	<b>100</b>	<b>250</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>750</b>	<b>20</b>

Effective from the Session 2015-16 Semester IV

S. No.	Course Code	Subject	Periods (Hours)			Evaluation Scheme						Total	Credits
			L	T	P	Internal Evaluation			End Semester				
						CT	TA + AT 10+10	TOT	P	Th.	P		
1.	MAM 401	Human Resource Management	3	2	0	30	20	50	-	100	-	150	4
2.	MAM 402	Financial Management	3	2	0	30	20	50	-	100	-	150	4
3.	MAM 403	Rural Management	3	2	0	30	20	50	-	100	-	150	4
4.	MAM 404	Company Law	3	2	0	30	20	50	-	100	-	150	4
5.	MAM 405	Customer Relationship Management	3	2	0	30	20	50	-	100	-	150	4
6.	AUC 002* /AUC001*	Cyber Security* / Human Values and Professional Ethics*	2	0	0	15	10	25*	-	50*	-	75*	-
<b>TOTAL</b>			<b>15</b>	<b>10</b>	<b>0</b>	<b>150</b>	<b>100</b>	<b>250</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>750</b>	<b>20</b>

\* denotes Compulsory Audit Course in which minimum passing marks are 30% in end-term exam and 40% in aggregate

#### **Abbreviations used:**

- L/T/P: Lecture/Tutorial/Practical
- CT/TA/AT: Class Test/ Teacher Assessment/Attendance

## SEMESTER-III

### MAM 301: ORGANIZATIONAL BEHAVIOUR

**Objective:** To understand the various facets of individual, group and organisational behaviour which have an impact on personal and organisational effectiveness.

#### Unit-1 (12 Sessions)

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

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

#### Unit-2 (12 Sessions)

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

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

**Attitudes:** Nature & Dimensions of Attitude, Components of Attitude, Types of Attitude, Cognitive Dissonance Theory, Attitude Formation, Attitude Change.

#### Unit-3 (12 Sessions)

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

**Personality:** Meaning of Personality, Determinants of Personality, Five-Factor Model of Personality, Myers-Briggs Type Indicator (MBTI); Theories of Personality: Freudian Theory (Psychoanalytic Theory of Personality), Erik Erikson Stages of Personality Development, Trait Theory, Jungian Theory given by Carl Jung .

#### Unit-4 (12 Sessions)

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

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

#### Text Book:

1. Robbins Stephen P, Judge and Sanghi, Organizational Behaviour, 13th Edition, Pearson Education
2. Aswathapa K., Organisational Behaviour, Himalaya Publishing House, 9th revised edition

#### Suggested Readings/ References:

1. Luthans Fred, Organizational Behaviour, Tata Mc Graw Hill.
2. Rao V S P., Organizational Behaviour, Excel Books, 1<sup>st</sup> edition

# MAM 302: COST & MANAGEMENT ACCOUNTING

## Objectives:

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

## Unit I (12 Sessions)

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

## Unit II (12 Sessions)

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

**Differential Costing and Incremental Costing:** Concept and role in management decision making.

## Unit III (12 Sessions)

**Budgeting:** Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting; Types of Budgets; Preparation of Cash Budget and Flexible Budget; Advantages and Limitations of Budgetary Control.

## Unit IV (12 Sessions)

**Standard Costing:** Concept of Standard Costs and Variances, Calculation of Material Variance, Labour Variance and Overhead Variance and its applications.

**Overview of New Concepts in Management Accounting:** Target Costing, Responsibility Costing, ABC Analysis, etc

## Suggested Readings:

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

## MAM 303: BUSINESS LAWS

**Objectives:** To acquaint students with general business law issues to help them become more informed, sensitive and effective business leaders. To develop the skills to interpret the laws and apply it to practical problems, affecting the operations of a business enterprise.

### Unit I (12 Sessions)

**Indian Contract Act 1872** – Contract - Definition & Concept; Agreement - Offer & Acceptance; Consideration and Legality; Capacity of Parties to the Contract; Free Consent - Coercion, Undue Influence, Fraud, Misrepresentation, Mistake - Bilateral and Unilateral; Void Agreements - Agreements in Restraint of Marriage, Agreement in Restraint of Trade, Uncertain Agreements, Agreements in Restraint of Legal Proceedings, Wagering and Contingent Agreements and Contracts; Quasi Contracts; Performance and Discharge of Contracts; Breach of Contracts and Remedies

### Unit II (12 Sessions)

#### Special Contracts

Indemnity and Guarantee - Meaning, Nature and Features, Types of Guarantee, Provisions related to different types of Guarantee, Surety and Co-surety - Rights and Liabilities, Discharge of Surety. Bailment and Pledge: Rights and Duties of Bailor and Bailee, Termination of Bailment; Agency: Creation of Agency, Classification of Agents, Relationship between Principal and Agent, Rights, Duties and Liabilities of Agent and Principal, Termination of Agency.

### Unit III (12 Sessions)

Contract of Sale of Goods: The Sale of Goods Act 1930- Introduction, Contract of Sale, Sale and Agreement to Sale, Kinds of Goods, Title to Goods, Conditions and Warranties - Implied Conditions and Warranties, Doctrine of 'Caveat Emptor', Transfer of Property, Rules regarding Transfer of Property; Performance of Contract of Sale, Rules regarding Delivery of Goods, Duties of the Seller and the Buyer, Remedial Measures Buyer's Breach - Unpaid Seller's Remedies - Right of Lien, Stoppage in Transit, Seller's Breach - Buyer's Remedies.

### Unit IV (12 Sessions)

Negotiable Instruments - Negotiable Instruments Act 1881: Introduction and Characteristics of Negotiable Instrument, Presumptions as to the Negotiable Instruments, Law Overriding the Provisions of the Negotiable Instruments Act, 1881. Promissory Notes, Bills of Exchange and Cheques, Parties to the Negotiable Instrument and their liabilities, Holder and Holder in Due Course, Negotiation and Presentment of Negotiable Instrument, Discharge and Dishonour of Negotiable Instrument, Noting and Protesting of Negotiable Instrument, Crossing of a Cheque, Rights and Obligations of a Banker, Bouncing of Cheques

#### Text Books:

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

#### Suggested readings/References:

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

# **MAM 304: MARKETING MANAGEMENT**

**Objective:** To understand the basic principles of marketing and the marketing mix.

## **Unit I (12 sessions)**

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 (12 sessions)**

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 (12 sessions)**

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. 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 IV (12 sessions)**

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. Kotler Philip : Marketing Management, Pearson Education
2. Ramasamy & Namakumari : Marketing Management, Macmillan India.
3. Saxena Rajan: Marketing Management, Tata McGraw Hill.

# MAM 305: MANAGEMENT INFORMATION SYSTEM

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

## Unit I (12 Sessions)

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

## Unit II (12 Sessions)

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

## Unit III (12 Sessions)

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

## Unit IV (12 Sessions)

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

## Suggested Readings:

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms, Prentice Hall, 1<sup>st</sup> Ed.
2. O'Brien James - Management Information System, Tata Mc Graw Hill, 12<sup>th</sup> Ed.
3. Jawedkar W S - Management Information System, Tata Mc Graw Hill, 3<sup>rd</sup> Ed

## SEMESTER-IV

### MAM 401: HUMAN RESOURCE MANAGEMENT

**Objectives:** The objectives of this course are to make students understand the challenges, trends and activities related to current human resource management, to provide an in-depth understanding of the scope of the HR role in today's organizations and to provide an understanding of the role, functions and functioning of human resource department of the organizations.

#### Unit I (12 Sessions)

**Human Resource Management** - Concept & Nature, : Meaning & Definition, Nature & Scope of HRM ,Objectives of HRM, Evolution of HR functions: welfare & Strategic HR, HR roles and responsibilities ,Contemporary issues in HR

#### Unit II (12 Sessions)

**Job Analysis & Human Resource Planning (HRP)** - Definition, purposes, processes and limiting factors; Job Analysis & Design – Steps of Job Analysis, Method of Job Analysis; Job Description, Job Specification, Job Design: Factors affecting Job design, Techniques for designing Job. Job evaluation.

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

#### Unit III (12 Sessions)

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

#### Unit IV (12 Sessions)

**Training, Development & Performance Management** - Concept, Objective, Factors influencing training and development, The Training and Development Process, Methods, purpose & practices, four stages of training: Training Need Assessment, designing implementation and Training Evaluation, Concept & Rationale for Performance Appraisal, Procedures and Methods of Performance Management.

#### Text Books:

1. Dessler, Gary: Human Resource Management”, 12<sup>th</sup> Ed, Prentice Hall of India, New Delhi.

#### Suggested Readings / References:

1. Ashwathapa, K, Human Resource & Personnel Management, Text & Cases, Tata McGraw Hill.

2. Rao V S P, Human Resource Management, Text & Cases, Excel Books.



# **MAM 402: FINANCIAL MANAGEMENT**

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

## **UNIT I (12 Sessions)**

Concept of Finance, Scope and Objectives of Finance, Profit Maximization vs. Wealth Maximization, Functions of Finance Manager in Modern Age, Financial Decision Areas, Time Value of Money, Risk and Return Analysis.

## **UNIT II (12 Sessions)**

Equity Share, Preference Shares, Debentures, Bonds, Warrants, Commercial Paper, Certificate of Deposit, Treasury Bills, Appraisal of Project; Concept, Process & Techniques of Capital Budgeting and its Applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – Financial, Operating and Combined Leverage alongwith implications; EBIT-EPS Analysis & Indifference Points.

## **UNIT III (12 Sessions)**

Long-term Sources of Finance - Potential of Equity Shares, Preference Shares, Debentures and Bonds as Sources of Long-term Finance; Concept and Approaches of Capital Structure Decision: NI, NOI, Traditional and Modigliani-Miller Approach; Cost of Capital : Cost of Equity, Preference Shares, Debentures and Retained Earnings, Weighted Average Cost of Capital and its implications.

## **UNIT IV (12 Sessions)**

Concept of Retained Earnings, Relevance and Irrelevance of Dividends, Ploughing Back of Profits, Forms of Dividends, Factors affecting Dividend Policy, Dividend Payout Decisions. Theories of Dividend Decision: Walter's Model, Gordon's Model & Modigliani-Miller Model; Factors affecting Dividend Decision.

Concept, Components, Factors affecting Working Capital Requirement; Overview of Cash, Inventory and Receivables Management; Introduction to Working Capital Financing.

## **References:**

1. Khan & Jain, Financial Management, TMH.
2. Pandey, I. M., Financial Management, Vikas Publishing House.

## **MAM 403: RURAL MANAGEMENT**

**Objective:** The primary objective of this paper is to educate the students about the nature of the rural market in India, the characteristics of rural customers and the methods of marketing used for rural markets.

### **UNIT I (12 Sessions)**

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

### **UNIT II (12 Sessions)**

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

### **UNIT III (12 Sessions)**

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

### **UNIT IV (12 Sessions)**

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

### **Suggested Readings-**

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

# MAM 404: COMPANY LAW

**Objective:** The objective of this course is to acquaint students with the Companies Act and its various provisions, keeping in mind that the Company is the most preferred type of legal structure of any business organization in India.

## **UNIT I (12 Sessions)**

Introduction, Basic Terminology; Kinds of Companies; Promoters; Registration & Incorporation; Memorandum and Articles of Association; Prospectus.

## **UNIT II (12 Sessions)**

Shares & Share Capital; Dividends, Accounts and Audit; Borrowing, Lending, Investments and Contracts; Debentures.

## **UNIT III (12 Sessions)**

Directors & Meetings; Majority Powers and Minority Rights; Prevention of Oppression and Mismanagement; Investigations

## **UNIT IV (12 Sessions)**

Reconstruction & Amalgamation; Winding Up; Revival & Rehabilitation of Sick Industrial Companies; Significant Amendments to the Companies Act

## **Suggested Readings-**

1. Singh Avtar., Company Law, Eastern Book Company
2. Kapoor N D., Elements of Mercantile Law, 32<sup>nd</sup> Edition, Sultan Chand & Sons
3. Mathur Satish B., Business Laws, First Reprint, 2011, McGraw Hill Higher Education
4. Kuchhal M C., Business Law, Fifth Edition, Vikas Publishing House Pvt. Ltd.
5. Agarwal Rohini, Mercantile & Commercial Laws, Taxman Allied Services Pvt. Ltd.
6. Gulshan,S.S. (2009) Business Law, Excel Books, New Delhi
7. Pathak Akhileshwar, Legal Aspects of Business, Tata McGraw Hill, 4<sup>th</sup> Edition

# **MAM 405: CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:** The paper is designed to impart the skill based knowledge of Customer Relationship Management. The purpose of the syllabus is to make the students aware of the concepts and practices of CRM in modern businesses and to enable them to design suitable practices and programs for the company they would be working.

## **UNIT I (12 Sessions)**

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

## **UNIT II (12 Sessions)**

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

## **UNIT III (12 Sessions)**

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

## **UNIT IV (12 Sessions)**

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

## **Suggested Readings**

1. Rai Alok Kumar., Customer Relationship Management: Concepts and Cases (2<sup>nd</sup> Edition), PHI
2. Knox Simon, Payne Adrian & Maklan Stan., Customer Relationship Management, Routledge Inc.
3. Bhasin., Customer Relationship Management, Wiley Dreamtech
4. Dyche., Customer Relationship Management Handbook, Prentice Hall
5. Peelan., Customer Relationship Management, Prentice Hall
6. Kristin Anderson, Carol Kerr., Customer Relationship Management, McGraw-Hill Professional
7. Chaturvedi., Customer Relationship Management, Excel Books
8. Sheth J N, Parvatiyar A. & Shainesh G. Customer Relationship Management-Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education