

University School of Management Studies

Study scheme and Syllabus

Batch 2014

Programme : Management Studies

Level : Postgraduate

Course : M.B.A.

Study Scheme for M.B.A

Semester: 1st

S. No	Subject code	Subject Name	L	T	P	Credits
1	MB6101	Principles of Management	4	-	-	4
2	FS6102	Business Communication and Workshop	3	-	1	4
3	MB6103	Managerial Economics	4	-	-	4
4	MB6104	Human Resource Management	4	-	-	4
5	MA6105	Quantitative Methods for Management	4	-	-	4
6	MB6106	Management Accounting	4	-	-	4
7	CA6107	Workshop on Computer Applications and Management	2	-	2	4
8	FS6108	Soft Skills (Effective Communication and Team Building)	-	-	2	2
9	IE6109	Industry Interface- I	-	-	1	1
Total			25	-	6	31

Study Scheme for M.B.A.

Semester: 2nd

S. No	Subject code	Subject Name	L	T	P	Credits
1	MB6201	Research Methodology	4	-	-	4
2	MB6202	Financial Management	4	-	-	4
3	MB6203	Organisation Behaviour	4	-	-	4
4	MB6204	Marketing Management	4	-	-	4
5	MB6205	Business Environment	4	-	-	4
6	MB6206	Business Laws	4	-	-	4
7	MB6207	Business Ethics and Corporate Governance	4	-	-	4
9	FS6208	Soft Skills (Leadership and Positive Attitude)	-	-	2	2
10	IE6209	Industry Interface-II	-	-	1	1
Total			28	-	3	31

M.B.A. I Semester Syllabus

Sub code	Subject Name	L	T	P	C
MB6101	Principles of Management	4	0	0	4

Unit I

Definition, nature, purpose and scope of management. Functions of a manager, Is managing a science or art? Managerial Ethics and Social responsibility. Evolution of management thought. Contribution of Classical approach(Taylor, Gantt, Gilbreth,andFayol) Behavioural approach(Elton Mayo,Chester Bernard, Maslow, Herzberg, Likert and McGergor) and Management Science approach(Management Science, Operations Research/Mathematical School/ Decision Theory approach. Systems Approach: Key concepts in systems Closed system vs. open system. Subsystems, System Boundary.McKinsey's 7-S Approach.

Unit II

Planning: Types of plans, steps in planning process. Concept and process of Managing by Objectives(MBO).Nature and purpose of strategies and policies. Strategic planning process. SWOT analysis, Portfolio matrix, premising and forecasting. Decision-Making: Importance and steps in Decision Making; Difference between Traditional approaches and Modern approach to decision-making; Decision making under certainty and uncertainty, decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.

Unit III

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & power - concept & distinction.Line& Staff concept; problems of use of staff & ways to avoid line-staff conflict. Delegation - concept of delegation; elements of delegation - authority, responsibility, accountability.Reasons for failure of delegation & how to make delegation effective. Decentralization - concept, reasons for decentralization and types (or methods) of decentralization. Span of Management - factors determining effective span-situational approach.Coordination- Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination.

Unit IV

Control: Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations. Dimensions or Types of Control -(a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control. Comparative study: Comparative study of main features of Japanese Management

and Z-culture of American Companies. Most advanced companies of the world and their management philosophy: GE, Toyota, IBM, Microsoft, Apple.

References

Text books & Reference Books

1. Heinz Wehrich, Cannice & Koontz, *Management (A Global Perspective)*, Tata McGraw Hill
2. Griffin, *Management: Principle & Applications*, Cengage Learning
3. Stephen Robbins & Coulter Mary, *Management*, Pearsons Education
4. V S P Rao & V H Krishna, *Management*, Excel Books
5. P.Subba Rao, *Principles of Management*, Himalaya Publishing
6. Dubrin, *Management: Concepts & Cases*, Cengage Learning

Sub code	Subject Name	L	T	P	C
FS6102	Business Communication and Workshop	3	0	1	4

Unit I

Communication: its types and significance, elements of effective writing, Scientific, technical writing.

Unit II

Speaking skills:-speech mechanism, organs of speech. Production and classification Of speech sounds, phonetic transcription.

Unit III

Speaking skills:-speech mechanism, organs of speech. Production and classification Of speech sounds, phonetic transcription.

Unit IV

Business correspondence: business letters and reports.

References

Text books & Reference Books

1. Lesikar, Petit & Flatley, *Lesikar's Basic Business Communication*, Tata McGraw Hill
2. Raman Meenakshi Prakash Singh, *Business Communication*, Oxford University Press.
3. Rizvi Ashraf, *Effective Technical Communication*, Tata McGraw Hill
4. Krizan, Buddy, Merrier, *Effective Business Communication*, Cengage Learning

Sub code	Subject Name	L	T	P	C
MB6103	Managerial Economics	4	0	0	4

Unit I

The economic background to management: Economics as discipline, the economic problems, the circular flow of economic activities, functions of economic system and the role of price mechanism. The business firm and its objective:-The economic background to management: Economics as discipline, the economic problems, the circular flow of economic activities, functions of economic system and the role of price mechanism. The business firm and its objective Concept and Techniques, Nature of business decision making, marginal analysis, utility. Consume behaviour-theory of demand, Indifference curve and revealed preference, income effect and price effects and demand forecasts.

Unit II

The business firm and its objective Concept and Techniques, Nature of business decision making, marginal analysis, utility. Consumer behaviour- Law of Demand. The Elasticity of Demand Price Elasticity of Demand, Income Elasticity of Cross-Elasticity-of Demand, Demand Forecasting, Approaches to Forecasting. Forecasting Methods. Indifference curve and revealed preference, income effect and price effects and demand forecasts. Production functions, Isoquants, Laws of to scale, Cost curves, fixed costs, varriable costs, Break even, Firm's goals-profit maximization, sales revenue, Marris Model and Behavioural Model.

Unit III

Market Structure –Prefect competition, monopoly, monopolistic, oligopoly, Pricing of goods and services, Pricing in various markets,

Unit IV

Price determination , methods of pricing ; cost plus pricing , target pricing , differential pricing , bid pricing , product line pricing, psychological aspects of pricing.Recent developments and applications in Indian Industry. Core Competencies of firms, centralization and decentralization, role of management, globalization and liberalization.

References

Text books & Reference Books

1. Managerial Economics, T.L Kaushal&o.p. khanna
2. Micro-Economics, H.L. Ahuja, S.Chand
3. K.K .Dewett, *Modern Economic Theory*, S. Chand Publication
4. D.M.Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
5. Craig Peterson & W Cris Lewis: Managerial Economics
6. Walter Nicholson: Microeconomics & its Applications
7. Koutsoyiannis: Modern Microeconomics.
8. Various Issues of Economic and Political Weekly.

Sub code	Subject Name	L	T	P	C
MB6104	Human Resource Management	4	0	0	4

Unit I

Human Resource Management: Introduction to HRM, Growing Importance of Human Resources, Important Environmental Influences on HRM. Functions of Personnel Management, Challenges to Personnel Management, Approaches to Personnel Management, Importance of Human Relations in Modern Organizations, Recent Changes and Development of Personnel Management, Organizing the Personnel and Human Resource Department, Responsibilities of a Personnel Managers, Personnel Management and Professionalization.

Unit II

Human Resource Planning:

Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP, Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees.

Unit III

Training And Development:

Training, Methods of Training, Evaluating Training Effectiveness, Organization of a Training Programme Management Development Process, Methods for developing managers, Performance Appraisal Approaches the Performance Appraisal.

Unit IV

Wages And Salary Administration:

Economic Background and employee compensation, Factors Affecting Wages & Salary Policy of the Organization, Laws and Rules Governing employees wages and Salary Administration in India. Rewards Methods of Wage determination.

Maintenance And Disciplining The Employees:

Maintenance and Disciplining the employees. Discipline meaning and importance. Employees grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment. Recent Trends in maintaining health and safety of employees in the organization.

References

Text books & Reference Books

1. Research Methodology, C.R.Kothari, Deep and Deep Publications

1. Andrews, F. M. and S. B. Witey Social Indicators of will Being, Plenum Press, NY, 1976.
2. Bemnet, Roger: Management Research, H. O. 1983.
3. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J. A. and P. E. Tracy: Randomized Response : A method of Sensitive Surveys, Sage Pub., 1986.
5. Goswami, P. R. Statistical Information Systyem and Librries, New Delhi, Ammol Pub., 1996.
6. Gupta, S. P. Statistical Methids, 30th ed., Sultan Chand, New Delhi, 2001.
7. Salking, Neil J., Exploring Research, erd ed., Precentice Hall, NJ, 1997.

Sub code	Subject Name	L	T	P	C
MA6105	Quantitative Techniques for Management	4	0	0	4

Unit I

Statistical Analysis – Concept and its Applications– An Over View of Central Tendency – Dispersion and Standard deviation and Variance Analysis.

Unit II

Probability distributions – Binomial, Poisson and normal distributions – Characteristics and Applications.

Unit III

Procedure of Testing Hypothesis- T-test, Ki square test, Z test.

Unit IV

Linear Programming Concepts and Graphical Solution upto 3 Variables, Assignment Problems, Transportation Problems – Basic Solution and Its Optimization.

References

Text books & Reference Books

1. Gupta & Gupta, *An Introduction to Statistical Methods*, Vikas Publications
2. Levin & Rubin, *Statistics for Management*, Prentice Hall
3. S P Gupta, *Statistical Methods*, Sultan Chand
4. Beri, *Business Statistics*, Tata Mc Graw Hill
5. Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
6. C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing

Sub code	Subject Name	L	T	P	C
MB6106	Management Accounting	4	0	0	4

Unit I

Management Accounting – Nature and Functions; Financial vs. Management Accounting; Role of Management Accountant. Accounting Concepts and Conventions and Principles, Types of Accounts, Journal Entries, Ledger Preparation, Trial Balance and Preparation of Final Accounts- Trading Account Profit and loss account and balance sheet.

Unit II

Ratio analysis- Meaning of ratios, interpretation of ratios, significance limitations and classification, analysis of short term, long term financial position and profitability analysis.

Fund Flow Analysis- Meaning significance, limitations, procedure for preparing fund flow statement, schedule showing change in working capital, adjusted profit & loss account, statement of sources and applications of funds and treatments of adjustment.

Cash Flow Analysis- Meaning (as per AS-3) classification of cash flows comparison and difference between cash flow and fund flow statements, preparation of cash flow statement and treatment of adjustments.

Unit III

Cost Accounting- Meaning, Scope and Classification of costs, Absorption costing, Marginal costing. Introduction to Break Even Analysis, Use of Cost-data in managerial Decisionmaking with special reference to pricing and make or buy decisions. Introduction to Standard Costing including Variance Analysis – materials and labour variances. Cost Control Techniques-Preparation of budgets and their control, Zero base budgeting

Unit IV

Concept of Price Level Accounting: Meaning, Advantages, Disadvantages; Social Accounting: Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Human Resource Accounting: Meaning; Need; Objections Against Human Resource Accounting.

Responsibility Accounting: Meaning; Steps involved in Responsibility Accounting; Responsibility Centre; Advantages of Responsibility Accounting.

References

Text books & Reference Books

1. Financial & Managerial Accounting, Charles Horgren, Walter Harrison, M. Oliver 3rd edition , Pearson
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, *Introduction to Management Accounting*, Prentice Hall of India, 2006.
3. Drury Colin, *Management and Cost Accounting*, Thomson Learning, 2001.
4. Garison R.H. and E.W. Noreeb, *Managerial Accounting*, McGraw Hill, 2000.
5. Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education, 2006.
6. JawaharLal, *Advanced Management Accounting, Text, Problems and Cases*, S. Chand & Co., New Delhi, 2009.
7. Mukherjee, Hanif: *Financial Accounting*, Tata McGraw Hill.

Sub code	Subject Name	L	T	P	C
CA6101	Workshop on Computer Applications and Management	2	0	2	4

Unit I

Computer Fundamentals: History Of Computers, Classification Of Computers, Simple Model Of A Computer, Input/Output Devices, Memory Devices, Software & Hardware, Representation Of Numbers Within The Computer, Computer Languages: Machine Language, Assembly Language, High Level Languages;

Unit II

MS office and its components- its applications in various managerial decisions.

Unit III

Computer Networks And Internet: Goals and Objectives of Computer Networks, Topologies, applications, email and effective use of social media websites.

Unit IV

Operating Systems: WINDOWS
MS Excel and Power Point presentation.

References

Text books & Reference Books

1. R. K. Taxali -Pc Software Made Simple TataMcgraw Hill Publishing Co. Ltd.
2. Donald H. -Sanclers Computers Today, Mcgraw Hill
3. Alexis Leon & Mathews Leon -Internet In A Nutshell
4. Burch, John AndGrudnitski Gary -Information Systems: Theory And Practice 5ThEdition, New York, John Wiley, 1989
5. Mastering Ms Office 2000, BPB Publications, New Delhi.
6. Fundamentals Of Electornic Data Processing Rcc, Booklet

M.B.A. II Semester Syllabus

Sub code	Subject Name	L	T	P	C
MB6201	Research Methodology	4	0	0	4

Unit I

Introduction to Research : Definition, Scope, Limitations, and Types.
Objectives of Research, Research Process, Defining a research problem, Research Designs: Qualitative and Quantitative Research; Exploratory, Descriptive and Experimental designs.

Unit II

Types of Data: Primary and Secondary Data; Methods of Data Collection.
Primary Scales of Measurement: Nominal, Ordinal, Interval and Ratio; Types of Scales: Ranking and Rating Scales.

Unit III

Designing Questionnaire
Sampling: Basic Concepts, Techniques and Determination of Sample Size
Preparation of Data for Analysis: Editing, Coding, Tabulating.

Unit IV

Theory of Estimation, Formulation and Testing of Hypothesis
Small & Large Sample Tests, Tests of Significance based on t, F, Z test and Chi-Square test.
Use of Software Packages for Data Analysis.
Research Report Writing: Contents of Report, Executive Summary, Bibliography format.
Presentation of Report.

References**Text books & Reference Books**

1. Research Methodology, C.R.Kothari, Deep and Deep Publications
2. Andrews, F. M. and S. B. Witey Social Indicators of well Being, Plenum Press, NY, 1976.
3. Bemnet, Roger: Management Research, H. O. 1983.
4. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
5. Fox, J. A. and P. E. Tracy: Randomized Response : A method of Sensitive Surveys, Sage Pub., 1986.

6. Goswami, P. R. Statistical Information System and Libraries, New Delhi, Anmol Pub., 1996.
7. Gupta, S. P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.
8. Salkind, Neil J., Exploring Research, 2nd ed., Prentice Hall, NJ, 1997.

Sub code	Subject Name	L	T	P	C
MB6202	Financial Management	4	0	0	4

Unit I

Evolution of Financial-management, scope and objectives of financial management, agency problem. Time Value of Money: meaning and concept (excluding numericals), Source of Long Term funds: Equity shares, Preference share, Debentures, public deposits, factors affecting long term funds requirements.

Unit II

Capital Budgeting: Capital Budgeting process, Project Selection. Estimation of project cash flows,
Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio, Capital rationing. **Cost of Capital:** Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.

Unit III

Capital Structure: Determinants of Capital Structure, Capital structure theories, **Leverage Analysis:** Meaning; Types; Estimation of Financial; Operating and Combined Leverage;
Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Forms of Dividends theories, Bonus Shares.

Unit IV

Working Capital: Concept factors affecting working capital requirements, determining working capital requirements , Sources of working capital.
Receivables Management, Inventory Management, and Cash Management.
Introduction to concepts of EVA, MVA and CAPM.

References

Text books & Reference Books

1. I.M. Pandey, *Financial Management*, Vikas publishers
2. Khan & Jain, *Financial Management*, Tata McGraw Hill
3. Prasanna Chandra, *Financial Management (Theory & Practice)*, Tata McGraw Hill
4. Brigham, *Financial Management : Text & Cases*, Cengage Learning
5. Brealy & Myres, *Principles of Corporate Finance*, Tata McGraw Hill
6. John J., *Financial Decision Making: Concept, Problem & Cases*, Prentice Hall
7. G.S. Reddy, *Financial Management: Principles and Practice*, Himalaya Publishing .

Sub code	Subject Name	L	T	P	C
MB6203	Organisation Behaviour	4	0	0	4

Unit I

Organizational Behavior: What managers do, Definition of OB, contributing disciplines to OB, challenges and opportunities for OB. Foundations of Individual behavior- biographical characteristics, Learning- theories
Attitudes
Personality- types and determinants
Perception

Unit II

Motivation: Concept, Traditional and Contemporary theories
Job Satisfaction- concept, factors and effects
Foundations of Group Behavior: **Foundations of Group Behavior:** Nature & Concept of Group Formation, Stages of Group Formation, Theories of Group Formation. **Teams** Difference between Group & Team.
Group Decision Making: Meaning & Nature; Decision making in groups; Decision making process; Steps in Decision making; Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making; Group Size & Decision Making; Consensus Decision Making in Groups.

Unit III

Interpersonal Skill- Transactional analysis, Life Positions, Johari Window.
Leadership: Concept, theories styles and their application.
Power and Politics in Organization

Unit IV

Conflict Management: Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management;
Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.
Stress Management: Meaning and Concept of Stress, Stress in Organization, Management of Stress. **Learning Organization:** Meaning & Definition, Creating a Learning Organization. **Organizational Culture:** Meaning & Concept, Cultural Differences

References

Text books & Reference Books

1. Organization Behaviour, Robbins, Judge and Sanghi, 13th Edition 2009, Pearson
2. Organization Behaviour, L.M. Prasad, Sultan Chand
3. Management and Organizational Behaviour Essential John R. Schermerhorn, J (2004)
4. Singh, B.P.andChabra, T.N. Organization Theory and Behaviour, (1998)
5. Davis, K. Human Behaviour at Work Tata Mcgraw Hill.

Sub code	Subject Name	L	T	P	C
MB6204	Marketing Management	4	0	0	4

UNIT-I

Marketing and its core concepts; needs, wants, demands, exchange etc. Marketing management and its tasks in different situations, different philosophies of marketing management; the marketing environment; marketing information system and marketing research.

UNIT-II

Concepts and components of marketing mix; target marketing; marketing segmentation; positioning; consumer buying behaviour; consumer buying decision process. Basic concepts of a product; Concept of customer satisfaction, loyalty, retention and delight, Product mix and product line decisions; branding, brand equity and packaging decisions; new product development process.

UNIT-III

Product life cycle (PLC) and related strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practice and strategies. Buyers requirements, unique sales proposition (USP), introduction to services marketing, seven Ps

UNIT-IV

Marketing channels and functions; designing a marketing channel; concepts and elements of marketing mix. Integrated marketing communications, organizing and implementing marketing in the Organization. Evaluation and control of marketing efforts. Buzz/ Viral marketing, Introduction to e-commerce.

References**Text books & Reference Books**

1. Kotler & Koshy, *Marketing Management*, Pearsons Education
2. Ramaswamy & Namakumari, *Marketing Management*, McMillan
3. Etzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGrawHill,
4. Kurtz & Boone, *Principles of Marketing*, Cengage Learning
5. Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
6. Biplab S. Bose, *Marketing Management*, Himalaya Publications
7. Subhash c. Jain, *Marketing Management*, Cengage Learning
8. Rajan Saxena,, *Marketing Management*, Tata McGraw Hill.

Sub code	Subject Name	L	T	P	C
MB6205	Business Environment	4	0	0	4

UNIT-I

Introduction, definition, components and overview of Business Environment. Complexity and Diversity of Business Environment in the 21st century. Concept of Business Cycle. Need to scan the business environment and techniques of scanning the business environment.

Political Environment: Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy. Rationale and extent of state intervention.

UNIT-II

Economic Environment: Concept of Economic systems, objectives, strategies and evaluation of current five year plan. New Industrial policy and industrial licensing. New economic policies, Emerging Economies. Effect of recession on Business and remedies for that.

Legal Environment: Company regulatory legislations in India, FEMA, Latest EXIM policy. Competition Law.

UNIT-III

Public Sector in India: Concepts, philosophy and objectives, performance, problems and constraints. Divestment and Privatization. Joint sector and cooperative sector in India.

Social Environment: Social responsibility of business, consumer movement & Consumer Protection Act 1986, Business Ethics, Cross-Cultural Business Environment, The Environment Protection Act 1986,.

UNIT-IV

Technological Environment: Impact of technology on business. Technological policy, import of technology, appropriate technology, problems in technology transfer.

International Environment: Emergence of globalisation. Control of foreign direct investment, benefits and problems from MNCs. WTO, its role and functions, implications for India. Trading Blocks.

References

Text books & Reference Books

1. Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
2. S.K. Mishra, and V.K Puri, Economic Environment of Business, Himalaya Publishing
3. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
4. Aswathappa, Essential of Business Environment, Himalaya Publishing
5. Aggarwal & Diwan, Business Environment, ExcelBooks
6. Sengupta, Government & Business Vikas Publishing House
7. Economic Survey, Government of India (Latest)

Sub code	Subject Name	L	T	P	C
MB6205	Business Laws	4	0	0	4

Unit I

Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract.

Introduction to the concept of agent and different types of mercantile agents
Bailment and Pledge.

Unit II

Negotiable instruments –characteristics, presumptions, promissory notes, bills of Exchange. Cheque and Rules Regarding the Crossing of Cheques. Dishonour of cheques and liability of banker and drawer.

Sale of Goods Act, 1930 – Classification of goods, Conditions & Warranties, Passing of Property, Rights of an unpaid seller.

Unit III

Company Law Incorporation of companies Memorandum of Association and Articles of Association Membership of a company Prospectus, Issue of capital, Meetings, Accounts and Auditors, Amalgamation, reconstructions, arrangements and compromises Provision with respect to appointment and removal of Director, Meeting, Winding up by court

Unit IV

Law of Insurance: Fundamentals Elements of Insurance. **Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, Customs, Central, state sales tax and VAT.

References

Text books & Reference Books

1. Mercantile Law by M.C Shukla, Sultan Chand
2. Business Law by P.Tulsian, Tata McgrawHill
3. P. P. S. Gogna : A Textbook of Business Law, S. Chand & Co.
4. S. S. Gulshan& G. K. Kapoor : Business Law, New Age International.
5. M. S. Pandit& S. Pandit : Business Law, Himalaya Publishing.
6. K. R. Bulchandani : Business Law, Himalaya Publishing.
7. Mercantile Law including Industrial Law, N. D. Kapoor, Sultan Chand

Sub code	Subject Name	L	T	P	C
MB6207	Business Ethics and Corporate Governance	4	0	0	4

Unit I

Introduction to Business Ethics, importance, nature, scope, objectives, Characteristics of Business Ethics and factors influencing business ethics. Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Unethical behavior- Roots and Issues. Importance and need for business ethics in Indian context.

Unit II

Ethical Issues in Functional Areas of Business. **Marketing:** Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parchate. **HR:** Workers Right and Duties: Work place safety, sexual harassment, whistle blowing. Corporate social responsibility of business. Case discussions: 1. The Enron Fiasco 2. TVS Group of companies.

Unit III

Meaning, Role & Importance of Corporate Governance, relationship between Corporate Governance and Corporate Strategy.. Factors influencing quality of Governance. Principles of Corporate Governance. Benefits of corporate governance to companies and the society.

Unit IV

Corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD. Relationship between ethics and corporate governance.

Case studies: 1. Infosys Technologies 2. Tata Steel

References

Text books & Reference Books

1. A.C. Fernando, Corporate Governance, Pearson (Also Refer for Cases)
C.S.V. Murthy, Business Ethics, Text and Cases, HPH
2. Hartman, Perspectives in Business Ethics, TMH
3. Business Ethics - An Indian Perspective, Ronald D. Francis & Mukti Mishra, TMH
4. Crane, Business Ethics, Oxford
5. Mallin, Corporate Governance, Oxford
6. Kesho Prasad, Corporate Governance, PHI
7. Dr S. Singh –Corporate Governance, Global Concept, Excel Books.