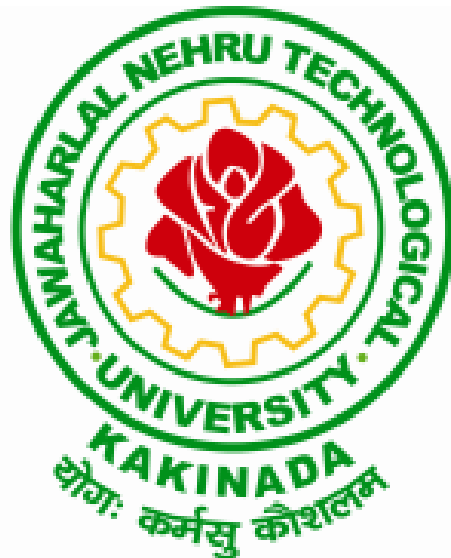


**ACADEMIC  
REGULATIONS  
COURSE STRUCTURE  
AND  
DETAILED SYLLABUS**

**FOR**

**Master of Business Administration**



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY:  
KAKINADA**



## **JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY : KAKINADA**

(Established by Andhra Pradesh Act No.30 of 2008)

Kakinada - 533 003, Andhra Pradesh (India)

### **KAKINADA - 533 003, Andhra Pradesh, India**

#### **ACADEMIC REGULATIONS MBA (Regular) 2013-2014**

(Effective for the students admitted into first year from the academic year 2013-2014)

The MBA Degree of the Jawaharlal Nehru Technological University Kakinada shall be conferred on candidates who are admitted to the program and fulfill all the requirements for the award of the Degree:

#### **1.0 ELIGIBILITY FOR ADMISSIONS**

Admission to the above programme shall be made subject to the eligibility, qualifications and specialization prescribed by the University from time to time. Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination or at an Entrance Test conducted by the university subject to reservations prescribed by the university from time to time.

#### **2.0 AWARD OF MBA DEGREE**

- 2.1 A Student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.
- 2.2 A Student, who fails to fulfill all the academic requirements for the award of the degree within **FOUR** academic years from the year of their admission, shall forfeit his/her seat in MBA course.

#### **3.0 ATTENDANCE**

- 3.1 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in a minimum of 75% of attendance in aggregate of all the subjects.
- 3.2 Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College Academic Committee.
- 3.3 Condonation of shortage attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- 3.4 Shortage of attendance below 65% shall in no case be condoned.
- 3.5 A candidate shall not be promoted to the next semester unless he fulfills the attendance requirements of the previous semester.

## 4.0 EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for practicals, on the basis of the Internal Evaluation and End Examination

- 4.1.1 For the theory subjects 60 marks shall be awarded based on the performance in the End Examination. Remaining 40 Internal marks are divided in Two Mid Examinations and taking average for awarding the Internal Marks.
- 4.1.2 Remaining 40 marks shall be awarded based on Internal Examination. Two Internal Examinations of 40 marks each will be conducted in semester and taking average for awarding the Internal Marks. The Internal Examination will have two components:
  - i) First 20 marks is Mid examination with duration of 120 minutes. The student has to answer four questions out of four questions.
  - ii) Remaining 20 marks is allotted for Mini Report (10marks for preparation of Report and 10 marks for presentation in the class room) in the respective subject.
- 4.2 For practical subjects, 60 marks shall be awarded based on the performance in the End Semester Examinations, 40 marks shall be awarded based on the day-to-day performance as Internal Marks.
- 4.3 A candidate shall be deemed to have secured the minimum academic requirements in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.
- 4.4 A Candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and he has failed in the end examination. In such case candidate must reregister for the subject(s) and secure required minimum attendance. Attendance in the re-registered subject(s) has to be calculated separately to become eligible to write the end examination in the re-registered subject(s).

The attendance of re-registered subject(s) shall be calculated separately to decided upon the eligibility for writing the end examination in those subject(s). In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempt are nullified. At a given time a candidate is permitted to re-register for a maximum of two subject(s) in addition to the subjects of a regular semester.

- 4.5 A Candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters.
- 4.6 The viva-voce examination shall be conducted after completion of the fourth semester end examinations.
- 4.7 Laboratory examination for MBA course must be conducted with two Examiners, one of them being Laboratory Class Teacher and second examiner shall be other than Class Teacher.

## **5.0 EVALUATION OF PROJECT WORKS**

- 5.1 A Project Review Committee (PRC) of the college is to be constituted with Principal/Director as chairperson, heads of the departments, which are offering PG courses, and two other senior faculty members of the department offering MBA.
- 5.2 Registration of Project work: A Candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to II semester.
- 5.3 Every candidate shall work on projects approved by the PRC of the College.
- 5.4 A student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise after the Second Semester/Summer vacations. In training period, the candidates should work on a specific problem related to the elective subject. At the end of practical training, the student should submit a certificate obtained from the organization.

The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.

- 5.5 Three copies of Project dissertation certified by the Project supervisor shall be submitted to the College/School
- 5.6 The project report shall be adjudicated by one examiner selected by the University.  
The College will submit a 5-member panel who are eminent in that field of study.
- 5.7 The viva-voce examination of the project report shall be conducted by a board consisting of the External examiner, the Head of the Department and Supervisor. The Candidate should have to secure **Grade A/Grade B/Grade C** in Project viva-voce.

Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination.

- 5.8 If the candidate fails to secure **Grade A/Grade B/Grade C** in project viva-voce, the candidate will retake the viva-voce examination after three months. If he fails to get **Grade A/Grade B/Grade C** at the second viva-voce examination, he will not be eligible for

the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure **Grade A/Grade B/Grade C** again, the project shall be summarily rejected.

**Grade A: Excellent, Grade B: Good, Grade C: Satisfactory, Grade D: Unsatisfactory**

## **6.0 AWARD OF DEGREE AND CLASS**

A candidate shall be eligible for the award of MBA degree if he satisfies the minimum academic requirements in every subject and in his project thesis/dissertation and viva-voce.

First class with Distinction:	70% or more
First class	below 70% but not less than 60%
Second class	below 60% but not less than 50%

## **7.0 WITHHOLDING OF RESULTS**

If the candidate has not paid any dues to the university or if any case of indiscipline is pending against him, the result of the candidate will be withheld. The issue of degree is liable to be withheld in such cases.

## **8.0 TRANSITORY REGULATIONS**

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course are eligible for admission to the same or equivalent subjects as and when subjects are offered, subject to 4.4.

## **9.0 GENERAL**

- 9.1 The academic regulations should be read as a whole for purpose of any interpretation.
- 9.2 In case of any doubt of ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- 9.3 The University may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the University.
- 9.4 Wherever the word he, him or his occur, it will also include she, her and hers.
- 9.5 There shall be no transfers within the constituent colleges of Jawaharlal Nehru Technological University Kakinada.

## MALPRACTICES RULES

### DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year.  The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for

		two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred

		and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.  Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

#### Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions : (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.
  - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year.





JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA



KAKINADA-533003, Andhra Pradesh (India)  
For Constituent Colleges and Affiliated Colleges of JNTUK

# Ragging

## Prohibition of ragging in educational institutions Act 26 of 1997

### Salient Features

- ⇒ Ragging within or outside any educational institution is prohibited.
- ⇒ Ragging means doing an act which causes or is likely to cause Insult or Annoyance of Fear or Apprehension or Threat or Intimidation or outrage of modesty or Injury to a student

	Imprisonment upto		Fine Upto
Teasing, Embarrassing and Humiliation	6 Months	+	Rs. 1,000/-
Assaulting or Using Criminal force or Criminal intimidation	1 Year	+	Rs. 2,000/-
Wrongfully restraining or confining or causing hurt	2 Years	+	Rs. 5,000/-
Causing grievous hurt, kidnapping or Abducts or rape or committing unnatural offence	5 Years	+	Rs. 10,000/-
Causing death or abetting suicide	10 Months	+	Rs. 50,000/-

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE JNTUK A RAGGING FREE UNIVERSITY



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA**  
KAKINADA-533003, Andhra Pradesh (India)  
For Constituent Colleges and Affiliated Colleges of JNTUK



# Ragging

## **ABSOLUTELY NO TO RAGGING**

1. Ragging is prohibited as per Act 26 of A.P. Legislative Assembly, 1997.
2. Ragging entails heavy fines and/or imprisonment.
3. Ragging invokes suspension and dismissal from the College.
4. Outsiders are prohibited from entering the College and Hostel without permission.
5. Girl students must be in their hostel rooms by 7.00 p.m.
6. All the students must carry their Identity Cards and show them when demanded
7. The Principal and the Wardens may visit the Hostels and inspect the rooms any time.



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For Constituent Colleges And Affiliated Colleges of JNTUK

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**LET US MAKE JNTUK A RAGGING FREE UNIVERSITY**

### Course Structure MBA (Regular) 2013-2014

(Effective for the students admitted into first year from the academic year 2013-2014)

#### Semester - I

Subject	Title	Marks	Credits
C-101	Management Theory & Organization Behavior	100	3
C-102	Managerial Economics	100	3
C-103	Accounting for Managers	100	3
C-104	Managerial Communication & Soft Skills	100	3
C-105	Business Environment	100	3
C-106	Quantitative Analysis for Business Decision	100	3
C-107	IT – LAB	100	3

#### Semester - II

Subject	Title	Marks	Credits
C-201	Financial Management	100	3
C-202	Human Resource Management	100	3
C-203	Marketing Management	100	3
C-204	Production and Operations Management	100	3
C-205	Business Research Methods	100	3
C-206	Business Ethics and Corporate Governance	100	3
C-207	Mini Project	50	2
	Seminar on Mini Project	50	2

#### Semester - III

Subject	Title	Marks	Credits
C-301	Strategic Management	100	3
C -302	Legal Aspects of Business	100	3
C -303	Retail Management	100	3
E -301	Elective –I	100	3
E-302	Elective –II	100	3
E-303	Elective –I	100	3
E-304	Elective –II	100	3

#### Semester - IV

Subject	Title	Marks	Credits
C -401	Logistic and Supply Chain Management	100	3
C -402	Entrepreneurship Development	100	3
E-401	Elective –III	100	3
E-402	Elective –IV	100	3
E-403	Elective –III	100	3
E-404	Elective – IV	100	3
	Major Project & Comprehensive Viva	Grade	8
Total Marks / Credits		2700	90

Dual Electives:

The elective papers will be offered in the areas of Marketing, Finance, Human Resource Management (HRM), and Systems. The students should choose any **Two** of the following **elective areas** in the beginning of the third semester of MBA. Specialization will be offered subject to a minimum of 20 students.

**Marketing (Elective-I)**

- I. Product Management
- II. Promotion and Distribution Management
- III. Services Marketing
- IV. Consumer Behavior

**Finance (Elective-II)**

- I. Investment Management
- II. Banking and Insurance
- III. International Financial Management
- IV. Financial Risk Management

**HRM (Elective-III)**

- I. Compensation and Performance Management
- II. Management of Industrial Relations
- III. Global Human Resource Management
- IV. Management of Change and Development

**Systems (Elective-IV)**

- I. E-Business
- II. Enterprise Resource Planning
- III. Information Systems Audit & Control
- IV. Software Project Management

## MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR

### Unit -1.

Nature of Management– definitions, scope and importance - managerial roles and functions– development of management thought - approaches to management - Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility. Planning: Nature and principles of planning - The Planning Process-MBO. Decision-making: role-significance-process-decision tree analysis – tools and techniques. Co-ordination-principles.

### Unit 2

Nature of organizing - principles – organization levels – types - and span of management- Organizational design and structure, approaches–delegation of authority - centralization and decentralization of authority – responsive organization. Controlling- Nature and importance – process – feedback system – Requirement for effective control – control techniques.

### Unit 3

Organizational behavior: Nature and scope – linkages with other social sciences - Individual perspective – Perception and process- Values, Attitudes- Learning and learning theories– Personality, types and models –Johari window – Transitional analysis-Approach to Organizational behavior - models of organizational behavior - Organizational culture and development.

### Unit 4

Motivation – theories - Leadership – approaches to leadership – leadership behavior and styles – leadership skills – leadership in cross-cultural environment – women and corporate leadership – Group dynamics – group formation and development -conflict management and negotiation skills.

### Unit 5

Organizational culture and effectiveness: Definition – creating organizational culture- approaches to organizational culture – learning of organizational culture – measurement of organizational culture – organizational effectiveness – nature and importance.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. William, Tripathy: “**MGMT (including instructor recourses)**”, Cengage Learning, New Delhi, 2013
2. Dr.P.Subba Rao and Prof. N.Sambasiva Rao:”**Management and Organizational Behaviour - (Text and Cases)**”, Himalaya Publishing House, Mumbai
3. Griffin, Moorhead: “Managing Organisational Behaviour”, Cengage Learning, New Delhi.2013.
4. Jerald Greenberg and Robert A Baron: “*Behavior in Organizations*”, PHI Learning Private Limited, New Delhi, 2009.

- 5 Mullins, Laurie: “**Management and Organisational Behaviour**”, Pearson Education, New Delhi, 2013
- 6 Jennifer M.George and Gareth R. Jones: “*Understanding and Managing Organizational Behavior*”, Pearson Education, New Delhi, 2009.
- 7 Meenakshi Gupta: “*Principles of Management*”, PHI Private Limited, New Delhi, 2009.
- 8 J S Chandan: “*Management Theory and Practice*”, Vikas Publishing House Limited, 2009
- 9 Anil Bhat, Arya Kumar: “*Management*”, Oxford University, New Delhi, 2008.
- 10 Jai B.P.Sinha: “*Culture and Organizational Behavior*”, Sage Publication India Private Limited, New Delhi, 2008.
- 11 K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
- 12 Gupta R S, Sharma B D Bhalla N S: “**Principles and Practice of Management**”, Kalyani Publications, Hyderabad, 2008.
- 13 PareekUdai: “*Understanding Organizational Behavior*”, Oxford University Press, New Delhi, 2007.

## MANAGERIAL ECONOMICS

### UNIT 1:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle , Risk & uncertainty.

### UNIT 2:

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

### UNIT 3:

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

### UNIT 4:

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

### UNIT 5:

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Dwivedi D N: “**Managerial Economics**”, Vikas Publishing House Private Limited, New Delhi, 2009.
9. S.B. Srivastava: “**Engineering and Managerial Economics**”, SCITECH Publication, New Delhi.

10. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
11. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
12. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.
13. Hirschey: “**Managerial Economics**”, Cengage Learning, New Delhi, 2013.
14. P.N.Chopra: “**Managerial Economics**”, Kalyani Publications, New Delhi, 2011



# ACCOUNTING FOR MANAGERS

## UNIT 1

(a) Accounting process: Definition of accounting. Accounting Cycle. Classification of accounts, accounting equation – static and dynamic nature of accounting. Users of accounting information. Books of original entry, ledger, trial balance, Terminal accounts. Accounting Concepts and conventions and their implications on the data generation.

(b) Measuring Business income: Distinction between capital and revenue: Matching revenue and Expenditure; The role of accounting policies like Depreciation and inventory valuation on reported income and related accounting standards (AS).

**UNIT-2** Understanding Terminal accounts: a) preparation and presentation of income statement; Balance Sheet

b) Accounting standards—their rationale and growing importance in global accounting environment, IAS-IFRS-US GAAP; Human resource accounting concept and importance – Valuation of human resources. Preparation and presentation of final accounts of companies. Guidelines for disclosure.

C) Taxation and tax planning; corporate tax rates and tax structure;

## UNIT-3

Financial Analysis: The scope and purpose of financial analysis; financial statement analysis. a) Ratio analysis – liquidity, activity, structural, coverage and profitability ratios; predictive power of ratio analysis; Inflation and financial analysis; applications of financial analysis; Related AS.

b) Funds flow analysis; concepts of funds; ascertaining funds from operations ; Sources of funds: Uses of funds; Preparation and analysis of funds flow statement and cash flow statement. Related AS.

## UNIT-4

Cost accounting concepts; role of cost accounting information in planning and control; interfaces of cost accounting; financial accounting and managerial accounting; Cost concepts. Determination of product cost. Preparation of cost sheet under different cost heads

## UNIT-5

Cost behavior and Decision making; methods for determining fixed and variable costs; CVP analysis and decision making break even analysis- key factor distribution & analysis; Optimization of product mix, make or buy decisions.

Capacity utilization, plant shutdown, CVP under conditions of uncertainty-sensitivity analysis, Standard costing, Definition of Standard Costing, Purpose of standards, Types of standards, standard setting. Zero based budgeting: concept , importance and relevance.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***References:***

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Finacial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
6. Paresh Shah: “**Financial accounting for management**”, Oxford University press, New Delhi, 2013.
7. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
8. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
9. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
10. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

# MANAGERIAL COMMUNICATION

## UNIT 1

Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication - Oral Communication - Visual Communication, Audio Visual Communication – Silence-Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

## UNIT 2

Managing Organization Communication – formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

## UNIT 3

Managing Motivation to Influence Interpersonal Communication- Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

## UNIT 4

Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

## UNIT 5

Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques –Communication etiquettes.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References:*

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: “***Business Communication and Soft Skills***”, Excel Books, 2008.
3. Meenakshi Rama: “***Business Communication***”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “***Organisational Communication***”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “***Business Communication***”, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: “***Business Communication***”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:“***Business and Professional Communication***”, SAGE, New Delhi, 2012.

9. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi, 202011

## **BUSINESS ENVIRONMENT**

### **UNIT 1**

Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

### **UNIT 2**

Structure of Indian economy – Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

### **UNIT 3**

Fiscal Policy: nature and significance – public revenues – expenditure- debt, development activities allocation of funds – critical analysis of the recent fiscal policy of Government of India. Balance of Payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures.

### **UNIT 4**

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

### **UNIT 5**

Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### ***References:***

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
7. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.

8. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: “*WTO-Text and Cases*”, Excel Publication, New Delhi.
10. Government of India, *Latest Economic Survey Report*.

# QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

## UNIT 1

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis  
Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

## UNIT 2

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

## UNIT 3

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

## UNIT 4

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

## UNIT 5

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### *References*

1. N.D.Vohra: "*Quantitative Techniques in Management*", Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, "*Operations Research: Theory and Applications*", Macmillan Gupta S.P: "*Statistical Methods*", S. Chand and Sons, New Delhi,
3. Anand Sharma: "*Quantitative Techniques for Business decision Making*", Himalaya Publishers, New Delhi, 2012;
4. D P Apte: "*Operation Research and Quantitative Techniques*", Excel Publication, New Delhi, 2013

5. Hamdy, A.Taha: “*Operations Research: An Introduction*”, Prentice-Hall of India, New Delhi 2003.
6. Anderson: “**Quantitative Methods for Business**”, Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, “**Business Mathematics**”, S Chand and Sons, New Delhi
8. R.B.Khanna: “**Quantitative Techniques for Managerial Decision**”, PHI Learning, New Delhi, 2012.
- 9 Keller, G, “**Statistics for Management**”, 2009, 1st Ed, Cengage Learning.
  
- 10 Amir D. Aczel and Jayavel Sounderpandian, “**Complete Business Statistics**”, TMH,
- 11 C.R.Kothari: “**Quantitative Techniques**”, Vikas Publishing House, New Delhi, 2010
- 12 L.C.Jhamb: “**Cases and Problems in Quantitative Techniques**”, Everest Publishing House, New Delhi,



## **INFORMATION TECHNOLOGY LAB (100% LAB)**

### **UNIT 1**

Introduction of various software used for business and their significance in the current business environments. Introduction of software MS Office, SQL.

### **UNIT 2**

Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations

### **UNIT 3**

Statistics for management - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

### **UNIT 4**

Data Collection and analyzing techniques - charts, flow diagrams TQM methodologies

### **UNIT 5**

Preparation and presentations of mini projects assigned for course work of first semester.

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

## II SEMESTER

### FINANCIAL MANAGEMENT

#### UNIT 1

The Finance function: Nature and Scope. Evolution of finance function – The new role in the contemporary scenario - Goals of finance function – Firm's mission and objectives. maximizing vs. satisfying (School); Profit vs. Wealth Vs. Welfare: the agency relationship and costs – The new debate on maximizing – vs.- satisfying. Major decision of financial manager. Risk- return trade off.

#### UNIT 2

Financing Decision: Sources of finance - a brief survey of financial instruments. Concept and financial effects of leverage. The capital structure decision in practice: EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.

#### UNIT 3

(a) The Investment Decision: Investment decision process- Concept of time value of money. Techniques of time value of money. Developing Cash Flow Data. Using Evaluation Techniques- Traditional and DCF methods. The NPV vs. IRR Debate. Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty: Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta coefficients, Probability tree approach – Sensitivity analysis ( a brief discussion of concepts and their numerical applications only).

(b) Dividend Decision: Major forms of dividends- Cash and Bonus shares. The theoretical backdrop-Dividends and valuation: Major theories centered on the works of Gordon walter and Lintner – Dividend policies of Indian Corporate.

#### UNIT-4

Working Capital Management: Concepts and characteristics of working capital. Factors determining the working capital. Estimating working capital requirements. Working capital policy. Management of current assets – Cash, Receivables and Inventory.

#### UNIT-5

Mergers and acquisitions: Merger vs. acquisition, types of mergers, mergers and acquisition trends in India. Tender offer and hostile takeover. Leveraged buy-outs. Financial management in Government companies: Scope of finance function in PSU. Social responsibility of PSUs, Performance and zero base budgeting in PSUs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References:*

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao:“**Financial Management**”, Himalaya Publishing House, New Delhi,2013.

2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi, 2012
3. Brigham, E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
9. A.P.Rao: “**Fundamentals of Financial Management**”. Everest Publishing House, New Delhi.
10. Vyuptakesh Sharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.
11. Shashi K.Gupta: “**Financial Services**”, Kalyani Publishers, New Delhi, 2012.

## II SEMESTER

### HUMAN RESOURCE MANAGEMENT

#### UNIT 1

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organisational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

#### UNIT 2

Investment perspectives of HRM: HR Planning –demand and supply forecasting - Recruitment and Selection- sources of recruitment - Tests and Interview Techniques - Training and Development – methods and techniques– training evaluation - retention - Job Analysis – job description and specifications. Management development - HRD concepts – mechanisms – career planning and counseling.

#### UNIT 3

Performance Evaluation: importance – methods – traditional and modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

#### UNIT 4

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

#### UNIT 5

Managing Industrial Relations- Trade Unions-Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms. –Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress. HR accounting and auditing: Nature and significance –problems – HR audit - process – HRIS - methods.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”,

- Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “**Human Resource Management**”, Excel Books, New Delhi, 2010
  6. Muller\_Camen. Croucher and Leigh: “**Human Resource Management- A Case Study Approach**”, JAICO Publishing, Delhi.
  7. S.Seetharaman, B.Venkateswara Prased: “**Human Resource Management**”, SCITECH Publication (India) Limited, Hyderabad, 2009.
  8. Gary Dessler, BijuVrkkey: “**Human Resource Management**”, Pearson Education, New Delhi, 2011
  9. Uday Kumar Haldar: “**Human Resource Development**”, Oxford University Press, New Delhi, 2012.
  10. Narendar Singh: “**Human Resource Management**”, Universities Press (India) Private Limited, Hyderabad, 2011.
  11. B.B.Mahapatro: “**Human Resource Management**”, New Age International Publishers, New Delhi, 2011
  12. R.S.Dwivedi: “**Human Relations and Organisational Behaviour**”, MacMillan Business Books, New Delhi, 2013.

## II SEMESTER

### MARKETING MANAGEMENT

#### UNIT 1

Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Marketing Intelligence system, marketing decision system

#### UNIT 2

Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.

#### UNIT 3

Pricing Strategy: Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.

#### UNIT 4

Marketing Communication: the communication process , Communication mix, Managing advertising sales promotion , Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.

#### UNIT 5

Marketing Organization and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. Lamb, Hair, Sharma: "MKTG" Cengage Learning , New Delhi, 2013
2. Phillip Kotler: "Marketing Management ", Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: "Marketing Management", Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: "Case Studies in Marketing", PHI Learning, New Delhi, 2012
5. Tapan K Pand: "Marketing Management", Excel Books, New Delhi, 2012

6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.
7. Arun Kumar, Meenakshi N: “**Marketing Management**”, Vikas Publishing House, New Delhi, 2012.
8. Sontakki C.N.: “**Marketing Management**”. Kalyani Publishers, New Delhi, 2012..
9. Kenneth E, Clow, Donald Baack: “**Cases in Marketing**”, SAGE ,New Delhi, 2012.
10. Dilip M, Sarwate: “**Indian Cases in Marketing Management**”, Everest Publishing House, New Delhi,

## II SEMESTER

### PRODUCTION & OPERATIONS MANAGEMENT

#### UNIT 1

Introduction: Overview & Definition of production and operations management. Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager. Types of manufacturing processes and Product Design.

#### UNIT 2

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

#### UNIT 3

Managing of Work Environment –Automation --Technology Management - Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

#### UNIT 4

Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

#### UNIT 5

Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswhathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012



4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. Alan Muhlemann, John Oakland, Jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi, 2013
6. Gagan Deep & Mandeep : “**Production and operations Management**”, Kalyani publishers, New Delhi, 2010
7. Upendra Kachru: “**Production and Operations Management**”, Excel Books, New Delhi, 2013.
8. L.C. Jhamb: “**Production and Operations Management**”, Everest Publishing House, New Delhi, 2013.
9. Kaushal: “**Case Studies solutions in Production and Operations Management**”, MacMillan, New Delhi, 2012.
10. P.Ram Murthy: “**Production and Operations Management**”, New Age International Publishers, New Delhi, 2009.

## II SEMESTER

### BUSINESS RESEARCH METHODS

#### UNIT 1

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

#### UNIT 2

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

#### UNIT 3

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

#### UNIT 4

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

#### UNIT 5

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References*

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata McGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.
7. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011
8. Ranjit Kumar: “**Research Methodology**”, Pearson,New Delhi,2012
9. Deepak Chawla , Neena Sondhi: “**Research Methodology, Concepts and Cases**” Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

## II SEMESTER

### BUSINESS ETHICS AND CORPORATE GOVERNANCE

#### UNIT 1

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

#### UNIT 2

Impact of Globalization on Indian business ethics. Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

#### UNIT 3

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy.Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

#### UNIT 4

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

#### UNIT 5

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### *References:*

1. S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “**Cases in Business Ethics**”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.
5. A.C.Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.

6. H.C.Mruthyunjaya: “**Business Ethics and Value Systems**”, PHI Learning, New Delhi, 2013.
7. U.C Mathur: “**Corporate Governance Business Ethics; Text and Cases**”, MacMillon, New Delhi, 2012.
8. Bob Tricker: “**Corporate Governance**”, Oxford University Press, New Delhi, 2010.
9. Sisir Mazumder: “**Values and Ethics in Profession**”, Everest Publishing House, New Delhi, 2013.