

**Course Title: Strategic Management**  
**Course Code: MBA 331**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Objective:** The aim of this course is to integrate knowledge gained from different functional areas of management and create awareness regarding the role and responsibilities of top management at each strategic level.

#### **Unit I**

**Introduction to Business policy and Strategic Management:** Evolution, nature and objectives of business policy, overview of strategic management, concept of strategy, levels at which strategy operates, strategic and conventional decision making, school of thought on strategy formation, process of strategic management, strategists and their role in strategic management.

#### **Unit II**

**Strategic Intent:** Hierarchy of strategic intent, strategic intent, vision, mission, business definition, goals and objectives; SWOT analysis(Case Study) Environmental appraisal, characteristics of environment, environmental sectors and environmental scanning techniques; Organizational appraisal: developmental framework, organizational capabilities and appraisal techniques.

#### **Unit III**

**Strategy:** Corporate level strategies, business level strategies and international strategies; (Case Study Red ocean and Blue ocean strategies, Strategic alternatives and choice: process of strategic analysis and choice, corporate level strategic analysis, business level strategic analysis, subjective factors in strategic analysis and choice, contingency strategies in business, strategic plan and strategic plan document.

#### **Unit IV**

**Strategic Implementation:** Interrelationship among formulation and implementation of strategy, different aspects of strategy implementation, strategy implementation pyramid, project implementation, procedural implementation, resource allocation and means of resource allocation, structural implementation, organizational systems and behavioral implementation.

#### **Unit V**

**Functional Implementation:** Plans and policies, integration of plans and policies; operational implementation; strategic evaluation: process of strategic evaluation, participants and barriers in evaluation; strategic control: types of strategic control; operational control; evaluation techniques for strategic evaluation and control.

**Course Outcome: *After completing this course students will be able to:***

1. Get familiar with nature, objectives and process of business policy and strategic management.
2. Know about elements of strategic intent, environmental and organizational appraisal.
3. Get admittance about several types of corporate and business strategies and strategic choice.
4. Become familiar with implementation progressions and recent developments of strategies.
5. Identify how strategic evaluation and control techniques are implemented?

## Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

## Suggested Readings

1. Kazmi (2005), Business Policy and Strategic Management, 2nd edition, Tata McGraw Hill, New Delhi.
2. Aaker, D A (2007), Developing Business Strategies, 1984, New York: John Wiley and Sons.
3. Ansoff, H I (2009), Understanding and Managing Strategic Change, 1982, Amsterdam: North Holland.
4. C.W.L Hill and G. R. Jones (2010), Strategic Management Theory, Houghton Mifflin, New Delhi.
5. Schendel D and C Hofer (2009), Strategic Management, 1979, Boston: Little Brown.

**Course Title: Security Analysis**  
**Course Code: MBA F1**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Course objective:** The aim of the course is to train students in conducting qualitative and quantitative analysis of a company, valuing financial securities, and analyzing investment attractiveness of various types of securities

### Unit I

**Investment Fundamentals:** Risk/Return Analysis-required rate of return, determinants of required rate of return, factors that affect required rate of return. Measures of Risk-standard deviation, covariance, correlation. Relationship between Risk and Return-security market line (SML), capital assets pricing model (CAPM) and required rate of return.

Market Indicators-price-weighted, market-value weighted, unweighted and style indexes  
Trading-types of orders-market order, limit orders, short-selling, margin trading.

### Unit II

**Security Valuation (Approaches to Valuation):** Efficient Market Hypotheses-need of efficient markets, alternative market hypotheses, weak, semi-strong, and strong forms of markets, implications of efficient markets. Efficient market and fundamental analysis, efficient market and technical analysis, efficient market and portfolio management. Top-down model: overview of three-step valuation process. Economic analysis-economic cycles, leading and trailing economic indicators, economic variables and stock prices. (Case Study)

### Unit III

**Security Valuation (Company Analysis):** Competitive strategies, focusing a strategy, growth company and growth stocks, cyclical, counter-cyclical, and defensive stocks, speculative stocks, value vs. growth investing. Industry analysis-industry life cycle, competition analysis, impact of structural economic changes on industry, trading mechanism. (Case Study)

#### **Unit IV**

**Securities Valuation:** Equity Securities-Dividend Discount Model (DDM)-appropriateness of DDM, calculation of intrinsic value using single period, multiple period, constant growth, and multi-growth stage models. Valuation of non-dividend paying companies-Overview of Free Cash Flow to Firm (FCFF) & Free Cash Flow to Equity (FCFE) Models. Fixed-Income Securities: Fundamentals of bonds, types of bonds, Bond valuation: PV models, Yield models, computing bond yields.

#### **Unit V**

**Securities Valuation:** Residual Income (Economic Value Added) Model: Calculation of EVA, comparison with MVA, appropriateness of EVA model, calculation of intrinsic value of a common stock security using EVA model. P/E Model-- Computation of leading and trailing EPS, calculation of intrinsic value using P/E ratio. Technical Analysis-assumptions, advantages of technical analysis, tools of technical analysis contrary opinion approach, confidence index, follow the smart money managers.

#### **Course Outcome**

1. Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in stock market.
2. Students will understand the characteristics of efficient market and gain knowledge of the various strategies followed by investment practitioners.
3. The course also provides in-depth knowledge to the students to study the behavior of various investors in capital market and trade accordingly during different market trends.
4. To stimulate the thought process among the students about various investment avenues and how to select appropriate for investment purpose and hence encourage them to read any financial newspaper daily and present/seek views on the subject/article of their interest.
5. The course also ensures that students learn how to measure risk and return for various investment alternatives.

#### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit, each question carrying 10 marks

#### **Suggested Readings**

1. Reilly, Frank K. and Brown, Keith C (2006), Investment Analysis & Portfolio Management, 8<sup>th</sup> edition, OH, USA: Thomson South Western.

2. Stowe, John D., Robinson, Thomas R., Pinto, Jerald E., and McLeavey, Dennis W. (2002), Analysis of Equity Investments: Valuation, Virginia, USA: CFA Institute.
3. Bodie, Z., Kane A., Marcus, A., and Mohanty, P. (2006), Investments, 6<sup>th</sup> edition, New Delhi, Tata McGraw Hill.
4. Financial Markets: A Beginners' Module Work Book, National Stock Exchange of India.
5. Securities Market (Basic) Module Work Book, National Stock Exchange of India 2007.

**Course Title: International Finance**  
**Course Code: MBAF2**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Objective:** The objective of this course is to provide students a conceptual framework within which the key financial decisions of multinational firms can be analyzed.

#### **Unit I**

**Importance of International Finance:** Nature and scope of International financial management, the determination of exchange rates, the international monetary system, international financial markets, changing structure of international financial market,(Case Study) International financial market instruments.

#### **Unit II**

**The Foreign Exchange Market:** Major participants in foreign exchange market, the foreign exchange market in India, purchasing power parity, interest rate parity, Currency forecasting Relevance and irrelevance approach of forecasting, Techniques of forecasting (Technical, Fundamental, Market based and Mixed forecasting).

#### **Unit III**

**Forwards and Futures Contracts:** Difference between forwards and future contracts, Currency futures, currency options, types of currency options, factors affecting currency options, Buyers gain in Call and Put options, Interest rate swap and variants of interest rate swap, currency swap: Basic features and forms of currency swap.

#### **Unit IV**

**Foreign Exchange Risk and Exposure Measurement:** Nature, relevance and types of exposure, methods of managing exposures, Hedging and management techniques for transaction, real operating and translation exposure, evaluation and management of political risk, risk management following nationalization

#### **Unit V**

**International Portfolio Investment:** Concept of optimal portfolio, measurement of risk and return, benefits and problem in international portfolio investment, financing of international trade, International project appraisal, international working capital management: policy and problems, steps in management of cash, management of inventory and receivables.(Case Study)

**Course Outcome:** After Completion of the course the student will be able:

**CO1:** To understand the basic concept International Financial Markets & Exchange rates.

- CO2:** To understand & Utilize the Concept of purchasing power parity, Interest rate parity and foreign exchange forecasting
- CO3:** To understand the basic concepts and application derivative contracts in International Financial markets
- CO4:** To apply the various measures for management of transaction, translation & economic Exposure in case of international financial transactions
- CO5:** To explain the concept of optimal portfolio, International Project appraisals and international Working capital Management

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

#### **Suggested Readings**

1. Sharan V (2000), International Financial Management, Tata McGraw Hill
2. Abdullah, Faud A (1987), Financial Management for Multinational Firms, Prentice Hall.
3. Shapiro, Alan, C (1995), Multinational Financial Management, 4<sup>th</sup> edition, Prentice Hall, New Delhi.
4. Levi, Maurice, D (1990), International Finance, 2<sup>nd</sup> edition, McGraw Hill.

**Course Title: Social Banking and Microfinance**

**Total Marks:100**

**Course Code: MBA F3**

**University Examination:60**

**Examination Duration: 03 Hours**

**Sessional Assessment:40**

**Objective:** The objective of this paper is to make students familiar with the practices of social banking and prospects of microfinance in today's business world.

#### **Unit I**

**Social Banking:** Introduction and scope of social banking, Challenges and opportunities for social banking, Social banking customer and its characteristics, Lewad bank scheme, Service Area approach, Priority sector lendings, Kissan Credit Card and Farmers Club.(Case Study)

#### **Unit II**

**Commercial Banks:** Concept, Types and Role of commercial banks in economic development, Principles of lending, Short-Medium-and-Long term loans, Financial Inclusion-Concept, Role of FI, Opportunities & Challenges.

#### **Unit III**

**Microfinance:** Meaning and nature of microfinance, Microfinance goals, Operationalization of microfinance goals, various products offered under microfinance umbrella, Microcredit: Forms and Principles, Impact of microcredit scheme on poor, Self Help Groups(Case Study) and Women Empowerment.

#### **Unit IV**

**Microfinance Institutions:** Introduction to microfinance institutions, role of microfinance institutions in poverty reduction, Analysis of various microfinance institutions (SEWA: Self-Help Women's

Association, Regional Rural banks), Sustainable Microfinance, Strategic Planning for microfinance capacity building.

## **Unit V**

**NABARD:** Functions and Role of NABARD in Microfinance, Development and Promotional functions of NABARD, Functions and Role of RBI in promoting Microfinance and Rural Development.

**Course Outcome:** After Completion of the course the student will be able:

**CO1:** To explain the concept of social banking & its related concepts

**CO2:** to explain the objectives, functions & role of commercial banks in promoting Microfinancing

**CO3:** to explain the concept of Microfinance, its objectives & related concepts

**CO4:** to understand the functions, organization & objectives of Micro financing institutions

**CO5:** To understand the objectives & functions of NABARD & RBI in promoting Micro financing in India

## **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

## **Suggested Readings**

1. Microfinance: Perspectives & Operations, Macmillan, IIBF.
2. Aturi Nageswara Rao (2010), Rural Credit & Microfinance, ICFAI.
3. Debadutta K. Panada (2010), Understanding Microfinance, Wiley India Private Ltd..
4. L M Bhole (2010), Indian Financial System, Vikas Publications.
5. Shashi K. Gupta (2008), Financial Institutions & Markets, Kalyani Publishers.
6. SB Deodhar (2008), Indian Financial System.
7. Ajay Tankha (2012), Banking of Self Help Groups.

**Course Title: Indian Financial System**

**Total Marks:100**

**Course Code: MBA F4**

**University Examination:60**

**Examination Duration: 03 Hours**

**Sessional Assessment:40**

**Objective:** This course aims at providing students with understanding of the structure, organization and working of financial markets and institutions in India.

## **Unit I**

**Financial System:** Introduction, nature and role of financial system, financial markets, financial

system and economic development, evolution and developing of banking in India, present structure of Indian financial system and financial sector reforms since 1991.

#### **Unit II**

**Central Banking in India SEBI:** Management structure, functions and role of RBI Monetary policy aims and objective, Quantitative and qualitative instruments of monetary control in Indian and recent monetary policy of the country. SEBI function and role. Mutual Funds, SEBI guidelines for mutual funds. (Case Study)

#### **Unit III**

**Commercial Banks:** Meaning, structure and functions, operational and promotional activities, principal of bank management: Liquidity; profitability and solvency Narsimham Committee reports, concepts of credit creation, e-banking and e-trading (Case Study) and changing role of commercial banks in modern era.

#### **Unit IV**

**Development Banking:** Concept, objectives, and functions of development banks, operational and promotional activities of development banks, IFCI, ICICI, IDBI, IRBI, SIDBI, state development banks, state financial corporations and changing role of development banks in India.

#### **Unit V**

**Cooperative Banking:** Present structure of rural banking, organization structure, management and functions of cooperative banking, its weaknesses and suggestions for reforms, co-operative banking reforms since 1991, Organization structure, management and functions of RRB's.

#### **Course outcomes:**

After completion of this course students will able to:

1. Understand concept of Indian Financial System
2. To understand role of central banking in India.
3. To understand role of commercial banks in India
4. To understand role of Development banks in India
5. To understand role of cooperative banking in India.

#### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit, each question carrying 10 marks

#### **Suggested Readings**

1. Avdhani (2006), Investment and Securities Markets in India, Himalaya Publications, Delhi.
2. Averbach, Robert D (2009), Money, Banking and Financial Markets, Macmillan, London.
3. Bhole, L.M. (2010), Financial Markets and Institutions, Tata McGraw Hill, Delhi.
4. Ghosh, D (2009), Banking Policy in India, Allied Publications, Delhi.
5. Giddy, I.H (2009), Global Financial Markets, A.I.T.B.S., Delhi.
6. Khan, M. Y. (2007), Indian Financial System, Tata McGraw Hill, Delhi.
7. Reserve Bank of India, Various Reports - 2009, RBI Publication, Mumbai.
8. Srivastava R.M. (2007), Management of Indian Financial Institution, Himalaya Publishing House, Mumbai.
9. Varshney, P.N (2005), Indian Financial System, Sultan Chand & Sons, New Delhi.
10. Verma J. C. (2009), Guide to Mutual Funds and Investment Portfolio, Bharat Publishing

**Course Title: Project Management**  
**Course Code: MBA F5**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**SessionalAssessment:40**

**Objective:** The Course is designed to develop in students an understanding of the structure and role of project management in business.

### **Unit I**

**Framework of Project Management:** project concept, classification, project ideas: screening of ideas in regard to various steps such as corporate appraisal, monitoring the environment, importance of project management, forms of project organization, project management today—an integrative approach, project life cycle, project formulation checklist (SWOT list), project management and the future outline.

### **Unit II**

**Feasibility Studies:** phases from project planning to project control: pre--investment, investment and operational phase, cost of capital, time value system (TVS) and time value of money, project feasibility studies, opportunity studies, general and specific studies, pre--feasibility studies, functional or support studies, feasibility study: components of project feasibility study.

### **Unit III**

**Financial Analysis & Appraisal:** Cost of Project, Means of Financing, Cost of Production, Working Capital Requirement & its Financing, Estimates of Net Cash Accruals over a period.  
**Project Risk Analysis:** NPV, Benefit-Cost Ratio, IRR, Payback Period, ARR, Investment Appraisal - Indian & International Practices.

### **Unit IV**

**Social Cost Benefit Analysis:** Rationale, UNIDO & L.M. approach, Project Organization, Project Scheduling, Network Techniques for Project Management, Network Models, PERT & CPM.

### **Unit V**

**Project Team Management:** Building high-performance project teams, Managing virtual project teams, Project control process, Performance measurement and evaluation, Project quality, Planning, Quality assurance, Quality audit, Project closure and Post completion audit. (Case Study)

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Course outcomes:**

CO1: Manage the scope, cost, timing, and quality of the project, at all times focused on

project success as defined by project stakeholders.

CO2: Align the project to the organization's strategic plans and business justification



throughout its lifecycle.

CO3: identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.

CO 4 Implement project management knowledge, processes, lifecycle and the embodied

concepts, tools and techniques in order to achieve project success.

CO5: Adapt projects in response to issues that arise internally and externally.

### **Suggested Readings**

1. Slack, Nigel, Chambers, Stuart, Harland and Johnston, A.J. (2007), Operations Management, 2<sup>nd</sup> edition, USA, PITMAN
2. Stucken, L.C. (2005), The Implementation of Project Management: The Professional's Handbook, USA, Addison-Wesley.
3. Burke, R. (2004), Project Management-Planning & Control Techniques, 7<sup>th</sup> edition, New Delhi, Wiley.
4. Meredith J.R. and Mantel S.J. (2005), Project Management-A Managerial Approach, 6<sup>th</sup> edition, New Delhi, Wiley.
5. Chandra, Prasanna. (2009), Project Management-Planning, Analysis, Selection, Implementation and Review, 7<sup>th</sup> edition, New Delhi, Tata McGraw Hill.

**Course Title: Banking and Insurance Management**

**Course Code MBA F6**

**Examination Duration: 03 Hours**

**Total Marks:100**

**University Examination:60**

**Sessional Assessment:40**

**Objective:** The course aims at developing necessary skills in students for applying principles of financial analysis to management of funds by commercial banks and insurance companies.

#### **Unit I**

##### **Banking System**

Evolution of banking, Types of banks, Commercial banks: function, operation and structure, Investment policy of commercial banks, Principle of bank management, Role of banks in developing Economy, Non-performing assets and their management.

#### **Unit II**

**Management of Primary and Secondary Reserves in Commercial Banks:** Nature and purpose of primary reserves, working reserves- its nature and functions, nature and functions of secondary reserves, factors influencing secondary reserves, management of secondary reserves. Function of capital funds in commercial banks. Measuring of capital adequacy in commercial banks.

#### **Unit III**

**Operation of a bank,** the bank balance sheet, general principles of bank management, bank portfolio management, liquidity management, capital adequacy management, managing credit risk, bank reserves and deposit creation multiplier, non-bank financial institutions. (Case Study)

#### **Unit IV**

**Meaning, Nature and Relevance of Insurance:** Definition and nature of insurance, evolution of insurance, scope of insurance, functions of insurance, insurance contract and its types, meaning and types of risks, causes of business risk and risk management, IRDA Act 2000.

## Unit V

**Insurance and its types:** General insurance: Type, policies, Marine insurance (Natural and police), fire insurance (policies and claims), rural insurance in India (Case Study), life insurance (classification of policies) and investment of funds (needs, sources, problems and principles of investment)

### Course Outcomes:

On successful completion of this course, students will be able to:

**CO1:** Identify the economic principles underlying the operation of commercial banks.

**CO2:** Explain how central banks manage banking practices.

**CO3:** Analyze the operations of a bank with the help of a case-study.

**CO4:** Understand the mechanism of insurance.

**CO5:** Evaluate various types of insurance.

### Suggested Readings

1. Bakerwelford A. W & Barry W. Otter (2011), *Law Relating to Fire Insurance*, 9<sup>th</sup> Edition, Butterworth & Co. Ltd. London.
2. Bhole L. M. (2010), *Financial Markets and Institutions*, Tata McGraw Hill, New Delhi.
3. Dinsdale W. A. (2011), *Elements of Insurance, Pitman GOI, Insurance Act 1937*.
4. Khan M.Y. (2008), *Indian Financial System*, Tata McGraw Hill, New Delhi.
5. Turner, H.S. (2011), *Principles of Marine Insurance*, 9<sup>th</sup> Edition, Stone and Cox.

**Course Title: Advertising and Sales Promotion**

**Course Code MBA M1**

**Examination Duration: 03 Hours**

**Total Marks:100**

**University Examination:60**

**Sessional Assessment:40**

**Learning Objective:** The objective of the course is to develop basic understanding in the advertising and sales promotion process and its role in stimulating sales.

### Unit I

**Advertising Management and Planning:** Major institutions involved in the field of advertising management, importance of advertising, classification and types of advertising, the promotional mix, elements of the promotional mix, developing an advertising campaign, stages in advertising campaign.

### Unit II

**Advertising Budgeting:** Defining Advertising Goals for Measured Advertising Results (DAGMAR),(Case Study) characteristics of objectives, Budgeting Approaches: Top-Down Budgeting, Bottom-Up Budgeting approaches to budget setting, factors influencing sales.

### Unit III

**Creative Strategy:** Planning and Implementation: Advertising creativity, importance of creativity in advertising, creative strategy development, modern advertising appeals: informational/rational appeals, advertising execution, modern ways of advertising execution, and creative tactics for television.

#### **Unit IV**

**Media Planning and Strategy:** An overview of media planning, media plan development, market analysis for developing media plan, developing and implementing media strategies, major advertising media, advertising on Internet.

#### **Unit V**

**Sales Promotion and Promotion Effectiveness:** The scope and role of sales promotion, consumer oriented sales promotion, techniques to conquer sales promotion; trade oriented sales promotion: objective of trade oriented sales promotion, and techniques of trade oriented sales promotion, measuring the effectiveness of the promotion program.(Case Study)

### **Course Outcomes**

**CO 1:** To understand the concept of advertising management and planning.

**CO 2:** To demonstrate knowledge in making advertising budgeting.

**CO 3:** To be able to progressive learning of creative strategy.

**CO 4:** To demonstrate knowledge in making media planning and strategy.

**CO 5:** To understand the relationship between sales promotion and promotion effectiveness.

#### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

#### **Suggested Readings**

1. David A. Aaker & John Myers (2008), Advertising Management, 5<sup>th</sup> edition, Prentice Hall of India, New Delhi.
2. George. E. Belch and Michael A. Belch, (2008), Advertising and Promotion: An Integrated Marketing Communications Perspective, 8<sup>th</sup> edition, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Guinn, Allen, Semenik (2009), Advertising and Integrated Brand Promotion, 6<sup>th</sup> edition, Thomson, South-Western.
4. Ogilvy, David (2012) Confession of an Advertising Man, Atheneum, New York.
5. Tom Duncan (2004), Advertising and IMC, 2<sup>nd</sup> edition, Tata McGraw Hill.
6. Guinn, Allen, Semenik (2009), Advertising and Integrated Brand Promotion, 6<sup>th</sup> edition, Thomson, South-Western.
7. Ogilvy, David (2012), Confession of an Advertising Man, Atheneum, New York.  
Tom Duncan (2004), Advertising and IMC, 2<sup>nd</sup> edition, Tata McGraw Hill

**Course Title: Consumer Behavior and Marketing**

**Strategy**

**Total Marks:100**

**Course Code MBA M2**

**University**

**Examination:60**

**Examination Duration: 03 Hours**

**Session Assessment:40**

**Objective:**

The objective of this course is to familiarize students with the wide range of consumer behaviors and implementation of successful marketing actions related marketing Management.

**Unit I****A perspective on Consumer behavior:**

Introduction to consumer behavior and marketing strategy, Approaches to consumer behavior, uses of consumer behavior research, consumer behavior role in marketing strategy. A framework for consumer analysis- elements for consumer analysis, levels of consumer analysis, wheel of consumer analysis.

**Unit II**

**Affect And Cognition and Marketing Strategy:** Introduction to affect and cognition. Consumer's products knowledge and involvement, Means-end chains of knowledge, the ZMET Approach to consumer. Attention and comprehension, factors influencing Attention and comprehension. Attitudes and intentions, attitude models, consumer decision making.

**Unit III**

**Behavior and marketing strategy:** Introduction to behavior, model of overt consumer behavior, conditioning and learning process, Classical conditioning and operant conditioning, vicarious learning, factors influencing modeling, analyzing consumer behaviour.

**Unit IV**

**The environment and marketing strategy:** Introduction to the environment, Cultural and cross-cultural influences, marketing implications, subculture and social class, reference groups, family and family life cycle. (Case Study)

**Unit V**

**Consumer Analysis and Marketing Strategy:** Market segmentation and product positioning- segmentation and product positioning bases, consumer behaviour and product strategy, consumer behaviour and promotion strategy, consumer behaviour and pricing strategy, consumer behavior Electronic commerce and channel strategy. (Case Study)

**Course outcomes:**

Upon successful completion, students will have the knowledge and skills to:

- Co1:** Introduction to Consumer behavior includes approaches, uses, and framework of consumer Analysis.
- Co2:** Understand the affectand cognition portion of wheels of consumer analysis.
- Co3:**Explore Behavior part of Consumer behaviorand marketing strategy.
- Co4:**Understanding the environmental aspect of consumer behavior and marketing strategy
- Co5:**Consumer Analysis and Marketing Strategy.

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. B. L. Loudon, A.J. Della Bitta (1989), Consumer Behaviour, Concepts and Applications (4 edition), McGraw Hill.
2. John F Sherry, Jr. (1995), Contemporary Marketing and Consumer Behaviour: An Anthropological Source Book, Sage Publications Inc., Thousand Oaks.
3. L.G. Schiffman, L.L. Kanuk (1998), Consumer Behaviour (6 edition), PHI EEE.
4. Patrica A Adler, Peter Adler (2001), Sociological Odyssey: Contemporary Readings in sociology, Wadsworth Belmont.

**Course Title: Service Marketing Management**  
**Course Code MBA M3**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Objective:** The course acquaints students with concepts, tools and techniques of service marketing in context with value creation.

### **Unit I**

**Service Marketing:** Concept of service marketing, meaning and nature of services growing importance of services sector; classification of services and marketing implications; characteristics of services; classification of services; high contact and low contact services, nature of service act; services marketing management process.

## **Unit II**

**Consumer Behaviour:** Consumer decision making in services, customer expectations and perceptions; defining and measuring service quality and customer satisfaction, SERQUAL model, house of quality, gaps model- core strategies to address service quality gaps; service recovery; customer behavior in service encounters- types of service encounters; moment of truth, purchase process for services, meaning and components of service expectations, zone of tolerance; new service development (Case Study).

## **Unit III**

**Segmentation and Marketing Mix:** Service positioning- service market positioning strategy, positioning maps. services design and development; service blueprinting; service process; services distribution management; managing the integrated services communication mix; physical evidence and servicescape; managing service personnel; employee and customer role in service delivery. , bases and criteria for market segmentation.

## **Unit IV**

**Pricing and Demand Management:** Pricing for services, cost based pricing, competition based and value based pricing, ethics and pricing policies, revenue management in services, service demand management: service productivity and fluctuations in demand, understanding pattern and determinants of demand waiting lines, waiting line management.

## **Unit V**

**Service Feedback and Recovery:** Introductory account of customer feedback and service recovery, customer complaining behavior, customer response and service failures, customer response and service recovery, service recovery and customer loyalty,(Case Study) service recovery paradox, components of service recovery system.

### **Course Outcome:**

1. To foster understanding of service marketing concepts among students.
2. To make students understand various models of consumer behavior
3. To understand concepts of market segmentation and its types.
4. To understand pricing strategies with respect to demand
5. To understand the importance of customer feedback in service marketing

### **Note for Paper Setting**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. Zeithaml V. A. ,Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2010), Service Marketing: People, Technology, Strategy, 6<sup>th</sup> Edition, Pearson Education.

3. NeRao K Rama Mohana (2007), Service Marketing, Pearson education
4. Gosney, John W. and Thomas P. Boehm (2009), Customer Relationship Essentials, Prentice Hall, New Delhi.
5. Payne Adrian(2004),The Essence of Services Marketing, Prentice Hall, New Delhi.

**Course Title: Rural Marketing**  
**Course Code MBA M4**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Objective:** The objective of this course is to expose the students to the Agriculture and Rural Marketing environment and make them understand the emerging challenges and the upcoming global economic scenario.

#### **UnitI**

**Rural Marketing:** Concept & scope of rural market, Size and nature of rural markets, phase evolution of rural marketing, Rural markets Characteristics, Environmental factors effecting rural markets, classification, rural Marketing opportunities & challenges, rural marketing in India.

#### **UnitII**

**Rural Consumer Behaviour:** Rural Consumer Vs Urban Consumers, needs and wants of rural consumer, factors influences rural consumer, brand beliefs of rural consumer, Relevance of Marketing mix for rural market (Case Study)/Consumers. Problems in rural market.

#### **UnitIII**

**Segmentation:** Targeting & positioning for rural market, benefits of rural market, tools of rural market segmentation, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies for Rural consumers.

#### **UnitIV**

**Understanding Agricultural Markets:** Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market.

#### **UnitV**

**Export potential for agri-products:** Agricultural export zones (AEZ), Innovative distribution channels, ITC E-choupal, Godrej Adhar, HUL Shakti, cold chains organized procurement and warehousing, glamourize rural markets. (Case Study)

### **COURSE OUTCOMES**

**CO1:** To get students familiar with concepts related to Rural Marketing, classification, opportunities & challenges.

**CO2:** To make students get acquainted Rural Consumer Behaviour and Marketing mix for rural market.

**CO3:** To make students recognize Segmentation, Targeting & positioning for rural market.

**CO4:** To divulge students regarding Agriculture Marketing & its Economic importance, Agricultural Produces and their market etc.

**CO5:** To make students get acknowledged with Export potential for Agri-products.



## **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

## **Suggested Readings**

1. Badi&Badi (2009), Rural Marketing, Himalayan Publications, New Delhi.
2. Mamoria, C.B. & Badri Vishal (2009), Agriculture problems in India, Himalayan Publications.
3. Arora R.C. (2009), Integrated Rural Development, S. Chand Publications, New Delhi.
4. Rajgopal (2008), Managing Rural Business, Sage Publications.
5. Rural Marketing - Challenges and Opportunities, Dr. H.C. Purohit, 2006
6. Rural Marketing New Dimension, R. C. Rajendra Kumar, 2006
7. Rural Marketing - Text and Cases, U.C. Mathur, 2008

**Course Title: Distribution Management**

**Course Code: MBA M5**

**Examination Duration: 03 Hours**

**Total Marks: 100**

**University Examination: 60**

**Sessional Assessment: 40**

**Learning Objectives:** The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed which incorporates understanding of various concepts, which the course aims to provide to the student participants.

**Unit I:** Introduction to Sales Management: The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches; The Evolving Face of Personal Selling; Sales Organization Structure; Sales Forecasting; Sales Territory Design.

**Unit II:** Sales Force Management: Sales Force Job Analysis and Description; Recruiting and Selecting Sales Personnel; Training Sales Personnel; Motivating the Sales Force; Sales Force Compensation; Evaluating Sales Performance; Ethical and Legal Issues in Sales Management

**Unit III:** Distribution Planning and Control: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management.

**Unit IV:** Distribution System and Logistics: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics;

**Unit V:** Logistics Introduction – Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies.

### **Course Outcomes**

**CO 1:** To understand the concept of sales management and its importance.

**CO 2:** To bring about the thorough understanding of sales force management and ethical and legal issues in sales management.

**CO 3:** To demonstrate knowledge in making distribution planning and control and channel conflict and management.

**CO 4:** To understand the relationship between distribution and logistics for managers in decision making areas.

**CO 5:** To be able to demonstrate progressive learning in functional areas of logistics, and integration of sales and distribution strategy.

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings :**

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2003). Sales Management. Prentice Hall of India, Delhi.
2. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), Marketing Channels, Pearson Education.
3. Stanton, William J. etc. (2001). Management of Sales Force. Irwin, Chicago.
4. Spiro, R. (2004), Management of a Sales Force, 11th Edition, Pearson Education.

**Course Title: Strategic Human Resource Management**

**Total Marks:100**

**Course Code: MBA H1**

**University Examination:60**

**Examination Duration: 03 Hours**

**SessionalAssessment:40**

**Objective:** The course deals with the interaction between strategy and human resources, as approached from a general managerial perspective.

### **Unit I**

**An Investment perspective of Human Resources:**HR investment considerations, investment in training and development, investment practices for improved retention, investment in job secure work force and non traditional investment approaches. The human Resources Environment-- technology and organizational structure, workers values and attitudinal trends, management trends, trends in utilization of human resources and international developments.

### **Unit II**

**The Human Resource legal Environment:** equal employment opportunity (EEO), compensation, employee relation, labour relation and collective bargaining, emerging issues and strategic impact of legal environment. Strategy Formulation-- importance of HR to strategy, theoretical foundation, international strategy, HR contribution to strategy, strategy driven role behavior and practices, strategic HR activity typology, classifying HR types, network organization and strategy, organizational learning, integration of strategy and HR planning and the HR managers and strategic planning.

### **Unit III**

**Human Resource Planning:**overview of HR planning, the strategic role of HR planning, managerial issues in planning, selecting forecasting techniques, forecasting the supply of human resources and forecasting the demand for human resources.--Strategy Implementation, workforce utilization and employment practices,efficient utilization of human resources, dealing with employee shortages, selection of employees, dealing with employee's surpluses and special implementation challenges.

### **Unit IV**

**Strategy Implementation:** Reward and Development Systems-- strategically oriented performance measurement systems, strategically oriented compensation systems and employee development and performance, impact of human resource practices: individual high--performance practices, limitation of individual practices, evolution of practices, systems of high--performance practices, individual best practices Vs system of practices and universal practices Vs contingency perspectives.

### **Unit V**

**Human Resources Evaluation:**overview of evaluation, approaches to evaluation, evaluating strategic contribution of traditional areas and evaluating strategic contribution in emerging areas.

### **Course outcome**

1. To understand HR investment considerations for investment in training and development.

2. To understand the Legal framework of HR Environment in Global prospective.
3. To get an insight of HR planning and the Strategic Impact of HRP in Human Resource Management.
4. To discuss strategically oriented performance measurement systems and their outcomes for enhance productivity.
5. To evaluate strategic contribution of HRM in traditional areas and in emerging areas.

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. William P. Anthony, Pamela L. Perreve & K. Michael, Kacimar (2001), Strategic Human Resource Management, The Dryden Press.
2. Charles and Greer (2001), Strategic Human Resource Management, Pearson Education.
3. Srinivas R. Kandula (2005), Strategic Human Resource Development, Prentice Hall of India Pvt.Ltd..
4. K. Aswathapa (2008), International Human Resource Management, Tata McGraw Hill Publishing Co..
5. Peter J. Dowling Denice E Wetch, Randall S. Schuler (2007), International Human Resource Management, Thomson South-Western Publishers.

**Course Title: Organizational Change and Development**

**Course Code MBA H2**

**Examination Duration: 03 Hours**

**Total Marks:100**

**University Examination:60**

**Sessional Assessment:40**

**Objective:** The objective of this course is to familiarize students with issues relating to the processes of organizational change and development and would make them aware of various interventions and applied behavioral tools and techniques of OD.

#### **Unit I**

**Organizational Change:** Concept, nature, need, forces of change, change process, levels of change, Types of change, steps in change management, change Agents, Issues in Change Management, Organization Transformation, Culture change, Resistance to Change, (Case Study) Managing Resistance to Change.

#### **Unit II**

**Managing Change through OD:** Concept and nature, Growth and Relevance of OD, values Assumptions and Beliefs in OD, its Implications, Foundations of OD, the OD practitioner, Issues in

Consultant–Client Relationship, OD Program, Managing the OD process, Action Research as a process and an approach for OD.

### **Unit III**

**Team Interventions:** classification of OD interventions, factors effecting choice of OD intervention, Team Interventions: Process Consultation, Gestalt Approach, Role Analysis Technique, Role Negotiation Technique, Responsibility Charting, Force Field Analysis, Inter group and Third Party Peace-Making, Organization Mirroring.

### **Unit IV**

**Comprehensive and Structural Interventions:** Confrontation Meeting, Real Time Strategic Change, Stream Analysis, Survey Feedback, Grid OD, Structural Interventions: Work Redesign, MBO, Quality Circles, Parallel Learning Structures, Total Quality Management. (Case Study)

### **Unit V**

**Power and Politics:** T-groups, Behavioral Modeling, Role Efficacy LAB(REL), Ethical standards in organizational development, concept of Power and Politics in Organizations, nature of Organization Development in relation to Power and Politics, Fundamental Strengths of OD, Future directions in OD.

**Learning Outcomes:** On successful completion of the course, the student will be able to:

CO1: Gain a general understanding of organization change and development concepts.

CO2: Understand and analyze different approaches to managing organizational change.

CO3: Critically evaluate, in an organizational development framework, the theoretical and Practical links between development models, interventions which can be used in Organizations in change and transition.

CO4: Discuss relevance of power and politics with organization development and future trends impacting upon organizational change initiatives

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. Cummings and Worley (2012), Organizational Development and Change, Thomson publications.
2. French, W.L. & Bell, Jr.C.H. (2009), Organizational Development, 5<sup>th</sup> edition, Prentice Hall of India, New Delhi.
3. Ramnarayanan SRao T.V and Kuldeep Singh (2011), Organizations Development, Response Books.

**Course Title: Industrial Relation and Labour Laws**

**Course Code MBA H3**

**Examination Duration: 03 Hours**

**Total Marks:100**

**University Examination:60**

**Sessional Assessment:40**

**Objective:** The objective of this course is to make students aware of labour and industry based problems, understanding of industrial conflicts, essentials of industrial relations and labour laws in India and other industrially advanced countries.

#### **Unit I**

**Industrial Relations:** Concept, Features, Scope, Constraints, Dimensions, Objectives, Functions, Principles of an Effective Industrial Relation, components of industrial relation, factors effecting industrial relations, need for an effective industrial relation, Dunlop system Model of Industrial Relations, (Case Study) Human Relation Approach of industrial Relation, Importance of Good Industrial Relations, Industrial Policy Resolution.

#### **Unit II**

**Industrial Disputes:** Introduction, Essentials of Industrial Disputes, Causes of Industrial Disputes, Classification of Industrial disputes, Measures of Industrial disputes, Strikes, Types of strikes, prevention of strike, Lockouts, Preventive and settlement machinery for handling industrial disputes, Statutory Measures and Voluntary Measures, Industrial discipline, Types, Features and Principles.

#### **Unit III**

**Collective Bargaining:** Concept, Significance and pre-requisites, Features of Collective Bargaining, Types of Collective Bargaining, Process of Collective Bargaining, Models of Collective Bargaining, Principles of Collective Bargaining, Status of Collective Bargaining in India, factors responsible for slow progress of Collective Bargaining in India and recent trends in Collective Bargaining. (Case Study)

#### **Unit IV**

**Worker's Participation in Management and Trade Unions:** Introduction, Forms, Levels and Stages of Participation, participative Schemes in some Industrially Advanced Countries-an overview, Various Schemes of Participation, working and Effectiveness of the participative schemes in India, Importance, Structure, Functions and Problems of TU, functions of TU in USA and UK.

#### **Unit V**

**Labour Legislations:** Industrial Dispute Act 1947, Trade Union Act 1926, The Industrial Employment Employees (Standing Orders) Act, 1946, Payment of Wages Act 1948, Payment of Bonus Act 1965, Employees State Insurance Act 1948, Workmen's Compensation Act 1923, ESMA 1981, Provisions relating to Health, Safety Working Conditions and Welfare amenities under Factories Act 1948.

#### **Course Outcomes:**

On successful completion of course, students will be able to:

CO1 Demonstrate descriptive knowledge of the field of industrial relations.

CO2 Apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels.

CO3 Explain the concept and provisions of formal institutions like trade union and its functions for solving various problems of employees.

CO4 Understand the concept and importance of collective bargaining for negotiation purposes between aggrieved parties in industries.

CO5 Acquire knowledge about various laws related with labour, welfare, health and safety and importance of different schemes of worker's participation for joint decision making in India and other advanced countries.

### Suggested Readings

1. Chabra T. N and R. K. Suri (2009), Industrial Relations-Concepts and Issues.
2. Dunlop John T (2009), Industrial System.
3. Monnappa Arun (2012), Industrial Relations.
4. Memoria C.B Memoria and Gankar (2011), Dynamics of Industrial Relations, Himalaya Publishing House.
5. Sahni NK Punam Aggarwal (2011), Industrial Relations and Labour Laws, Kalyani Publishers.
6. Srivastava SC (2009), Industrial Relations and Labour Laws.

<b>Course Title: Human Resource Development</b>	<b>Total Marks:100</b>
<b>Course Code MBA H4</b>	<b>University Examination:60</b>
<b>Examination Duration: 03 Hours</b>	<b>Sessional Assessment:40</b>

**Objective:** It is an attempt to create a conceptual background required to take activities in order to facilitate and manage Human resource development functions in an organization effectively.

### Unit I

**HRD Overview:** Meaning and characteristics of HRD, Need for HRD, HRD philosophy, HRD sub systems, objectives of HRD, HRD policies and action plans, HRD and Management functions, Role of chief executives in HRD.(Case Study)

### Unit II

**Employee Behavior:** Model of employee Behavior, Categories of employee Behavior and factors influencing employee Behavior. Concept of learning, the basic learning principles, Types of learning curves, learning strategies and styles.

### Unit III

**HRD Mechanisms:** Performance appraisal, potential appraisal and development, feedback and performance coaching, career planning, training, organizational Development/system development, rewards and QWL, Human resource information. The contribution of HRD mechanisms to HRD goals, HRD as a Integrated system, Principles in HRD system Designing. HRD matrix.

### Unit IV

**Strategies and instruments for HRD implementation:** HRD mechanisms, process,(Case Study) outcomes and organizational effectiveness, mapping HRD practice-profile, HRD climate survey, HRD competencies checklist, training effectiveness test, performance,

planning and development test, leadership style test, integrated HRD systems intervention strategies.

## **Unit V**

**HRD in the New Economic Environment:** Role of HRD in the liberalized economy, new environment, corporate strategy and HRD agenda, HRD and TQM, technological change and HRD, HRD for blue collar workers in the new context, HRD in select organization.(Case Study)

### **Note for Paper Setting**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. Anil K, Abraham, S. J. ,Verma KK.(1990), Alternative Approaches and Strategies of HRD, National HRD network, Rawat Publications.
2. Maheshwari B. L., Dharni, P. Sinha(1991), Management of Change through HRD, National HRD Network, Tata McGraw Hill.
3. Pareek U Rao T. V (1981), Designing and Managing Human Resource System, Oxford and IBH Publication.
4. Pareek U., Lynton R. P(1990), Training for development, Vistar Publication, New Delhi.
5. Rao, T. V (1990), HRD Missionary, Tata McGraw Hill.
6. Snell, S, Bohlander, G. (2007), Human Resource Management, Cengage Learning New Delhi

### **Course Outcome:**

After teaching the syllabus, the students shall be able to understand and comprehend

1. The working of HRD Systems and their importance in organizations.
2. Theories of learning and their application in practical field.
3. HRD Mechanisms and related concepts.
4. Use of HRD principles and their implementation
5. HRD and its relevance to technology.

**Course Title: Business Ethics and Environment**

**Course Code: MBA H5**

**Duration of Examination: 03 Hours**

**Total Marks:100**

**University Examination:60**

**Sessional Assessment:40**



**Objective:**The purpose of this course is to develop among students an awareness of the ethical issues and environment aspects related to business

#### **Unit I**

**Business Ethics:** Nature, objectives, scope, need for business ethics, Relationship between Business and Ethics: Unitarian view of ethics, Separatist view of ethics and Integration view of ethics, ethical theories: meta ethics, normative ethics and applied ethics, ethical dilemmas at work place and their resolution, Work Ethics, importance, Values; Nature, Types and Importance, values across cultures.

#### **Unit II**

**Management of Ethics:** Corporate Codes--Development and Implementation of Corporate Codes, Corporate Governance,(Case Study) Importance, the current context of corporate governance Theories of corporate governance, Models of Corporate Governance, types of directors, types of Board Structures, board styles, Ethical Issues in Global Business.

#### **Unit III**

**Business Environment:** Meaning, nature and significance of Business Environment, Types of Business Environment, Factors Affecting Business Environment, Components of Environment: Economic, Political, Natural, Social, Demographic and Technological, Need to scan the Business Environment and Techniques of Scanning the Business Environment, Review of global economy, privatization; modes, reasons and problems.

#### **Unit IV**

##### **Business and Society:**

Social Responsibility of business: meaning, nature and Importance, Responsibilities towards different Sections, Social Audit(Case Study): objectives, methods and obstacles, disclosures in business, consumer rights, UN guidelines for consumer protection, consumerism in India, features of Consumer Protection Act ,contract act and companies act, Industrial development in India, Industrial sickness in India, Industrial Disputes, preventive measures for disputes.

#### **Unit V**

**Politico Legal Environment and Economic Environment:** Features of Indian economy, Main features of Economic Planning with respect to business, Planning in India, Industrial policy, small scale industries, competition policy and competition Act 2002, GATT and WTO; Agreements and Implications, Main provisions of SICA, Money Market in India, structure of Capital Market in India.

#### **Course Outcomes:**

On successful completion of this course, students will be able to:

CO1. Recognize important ethical issues that arise in various business contexts and professional practice.

CO2. Explain the concept of corporate governance and why governance is important for corporations as well as for society at large.

CO3. Understand the concept, significance and changing dimensions of Business Environment and identify various types of Business Environment and tools for scanning the Environment.

CO4. Understand the responsibilities of business toward different stakeholders while decision making.

CO5. Gain insights on laws, role of economic systems, government policies, public sector, economic reforms and its impact on business.

### **Suggested Readings**

1. Paul Justin (2010), Business Environment, 3rd edition, Tata McGraw Hill Education Pvt. Ltd.
2. Upadhyay A.K (2010), Business Environment, 2<sup>nd</sup> edition ,Asian Books Pvt. Ltd.
3. Bhatia , S.K (2010),Management by Values, Excel Books Pvt. Ltd.