

**COURSE CURRICULUM AND REGULATIONS
GOVERNING MASTER OF BUSINESS ADMINISTRATION
(MBA) DEGREE OF**

**UNIVERSITY OF MYSORE
YUVARAJA'S COLLEGE
Department of Management Science**

**(2024-25 ONWARDS)
Under Choice Based Credit System (CBCS)
Syllabus for I and II semester MBA**

University of Mysore



Yuvaraja's College



**COURSE CURRICULUM & REGULATIONS GOVERNING MASTER OF
BUSINESS ADMINISTRATION (MBA) DEGREE COURSE**

With Effect From 2024-25

**AS PER UGC GUIDELINES ON ADOPTION OF CHOICE BASED CREDIT
SYSTEM**

REGULATIONS

1. Course Title

The course shall be called '**Master of Business Administration**' Post Graduate Course. The duration of the course shall be two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

2. Eligibility for Admission

Any Graduate or Post Graduate in Arts, Science, Commerce, Business Management, Allied Sciences, Engineering and Technology, Medical Sciences of this University or from any other recognized University considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of the candidates to the course shall be done as per rules of the University and Government of Karnataka.

3. Course Content and Instruction

Course content: The course comprises of Subjects of study, Internship, Project Work and Field Work as prescribed.

Pedagogy includes Class room Lectures, Tutorials, Case Studies, Group Discussions, Quizzes, Seminars, Computer Practical, Industrial Visits etc.

a) **Courses in the programme are of three types: Core (C), Electives (E) and Project (P)**

Core (C): Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Final Project Report are part of the core courses.

Foundation (F): Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

Elective (E): Elective Course is a course, which can be chosen from a group of specialization papers.

- b) **Internship and Business Familiarization Report (BFR):** In the beginning of the third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examinations failing which the student shall not be permitted to appear for the third semester examination. **Business Familiarization guidance to ten students is considered equivalent to teaching of a course of one credit.**
- c) **Final Project:** During the fourth semester, each student shall undertake an individual project work and prepare a project report strictly in accordance with the guidelines, in their elective area, under the supervision of a faculty. The final project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination. **Project work guidance to ten students is considered equivalent to teaching of a course of two credits.**

4. Attendance and Conduct:

The Course is a full time course and students **SHALL NOT** take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned subject.

5. Evaluation:

Evaluation of each subject is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the second, after sixteen weeks of instruction designated as C2. The end of term examination

designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practical.

The breakup of marks will be as follows:

| | |
|---|-------------------------|
| a. C1 (Covering the first two units) | – 15 Marks |
| b. C2 (Covering the remaining units) | – 15 Marks |
| c. C3 (Term End Examination covering all the units) | – 70 Marks |
| | <hr/> |
| | Total –100 Marks |
| | <hr/> |

Term End Examination (C3) will be of 3 hours duration for each subject.

Setting questions papers and evaluation of answer scripts.

- I. Questions papers in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the Chairman of BoE shall get the questions papers set by external examiners.
- II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.

5.1 (i) There shall be double valuation for all theory papers by two examiners. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course.

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Registrar & Registrar (Evaluation).

5.2 In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKEUP option. In case a candidate secures more than or equal to 40% in C3, but his/her grade (G) = 4, as per section 6.9 below, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire programme of Master's Degree of two years. In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option. The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examinations. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the Department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree, a Final Grade Card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).

6. Evaluation of Business Familiarization Report (BFR) and Final Project Report

- 1) BFR will be evaluated by the concerned guide, for 50 marks through internal valuation.
- 2) Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade point earned by the candidate in the subject will be as given below

| G | G | GP=VXG |
|--------|-----|--------|
| 30-39 | 4 | V*4 |
| 40-49 | 5 | V*5 |
| 50-59 | 6 | V*6 |
| 60-64 | 6.5 | V*6.5 |
| 65-69 | 7 | V*7 |
| 70-74 | 7.5 | V*7.5 |
| 75-79 | 8 | V*8 |
| 80-84 | 8.5 | V*8.5 |
| 85-89 | 9 | V*9 |
| 90-94 | 9.5 | V*9.5 |
| 95-100 | 10 | V*10 |

Here, P is the percentage of marks ($P = [(C1+C2)+M]$) secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw any course within in ten days from the date of notification of final results. Whenever a candidate withdraws a paper, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (76) is given by

$$CGPA = \frac{\sum GP}{\text{Total Number of Credits}}$$

8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

| CGPA | | | Numerical Index | FGP | |
|------|-----------------------|---|--------------------|----------------------|--|
| | | | | Qualitative Index | |
| 4 | \leq CGPA < | 5 | 5 | SECOND CLASS | |
| 5 | \leq CGPA < | 6 | 6 | | |
| 6 | \leq CGPA < | 7 | 7 | | |
| 7 | \leq CGPA < | 8 | 8 | FIRST CLASS | |
| 8 | \leq CGPA < | 9 | 9 | | |
| 9 | \leq CGPA \leq 10 | | 10 | DISTINCTION | |

Overall percentage = $10 \times \text{CGPA}$ or is said to be 50% in case CGPA < 5

9. Medium of Instruction

The medium of instruction shall be English.

10. In case of any discrepancy, the general provisions of CBCS and CAGP of the University of Mysore will be applicable.

UNIVERSITY OF MYSORE

DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM- 2024

Minimum Credits required for MBA Degree

| I to IV Semesters | Core Course (C) | | Foundation course (F) | | Elective Course (E) | | Total | |
|-------------------|-----------------|---------|-----------------------|---------|---------------------|---------|---------|---------|
| | Numbers | Credits | Numbers | Credits | Number | Credits | Numbers | Credits |
| | 14 | 52 | 4 | 12 | 8 | 25 | 26 | 89 |

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters

| Semesters | Core Course (C) | | Foundation course (F) | | Elective Course (E) | | Total | |
|-----------|-----------------|---------|-----------------------|---------|---------------------|---------|---------|---------|
| | Numbers | Credits | Numbers | Credits | Number | Credits | Numbers | Credits |
| I | 5 | 19 | 2 | 6 | | | 7 | 25 |
| II | 5 | 19 | 2 | 6 | | | 7 | 25 |
| III | 3 | 10 | | | 3 | 9 | 6 | 19 |
| IV | 1 | 4 | | | 5 | 16 | 6 | 20 |
| Total | 14 | 52 | 4 | 12 | 8 | 25 | 26 | 89 |

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters

| Semesters | Core Course (C) | | Foundation course (F) | | Elective Course (E) | | Total | |
|-----------|-----------------|---------|-----------------------|---------|---------------------|---------|---------|---------|
| | Numbers | Credits | Numbers | Credits | Number | Credits | Numbers | Credits |
| ODD | 8 | 29 | 2 | 6 | 3 | 9 | 13 | 44 |
| EVEN | 6 | 23 | 2 | 6 | 5 | 16 | 13 | 45 |
| Total | 14 | 52 | 4 | 12 | 8 | 25 | 26 | 89 |

Course Structure and Syllabi for I Semester and II Semester MBA to be implemented from 2024-25

I Semester MBA

| COURSE CODE | TITLE OF THE PAPER | C/F/E | L:S/T/FW:P | CREDITS |
|--------------|--|-------|------------|-------------------|
| MBA 1.1 | Management Concepts and Theories | C | 2:1:0 | 3 |
| MBA 1.2 | Organizational Behavior | C | 3:1:0 | 4 |
| MBA 1.3 | Managerial Accounting | C | 3:1:0 | 4 |
| MBA 1.4 | Statistics for Management | C | 3:1:0 | 4 |
| MBA 1.5 | Managerial Economics | C | 3:1:0 | 4 |
| MBA 1.6 | Corporate Communication | F | 1:2:0 | 3 |
| MBA 1.7 | Business Environment and Public Policy | F | 3:0:0 | 3 |
| MBA 1.8 | Corporate Law | F | 3:0:0 | 3 |
| MBA 1.9 | Computer Applications in Management | F | 1:2:0 | 3 |
| TOTAL | | | | 25 Credits |

II Semester MBA

| COURSE CODE | TITLE OF THE PAPER | C/F/E | L:S/T/FW:P | CREDITS |
|--------------|--|-------|------------|-------------------|
| MBA 2.1 | Marketing Management | C | 3:1:0 | 4 |
| MBA 2.2 | Human Resource Management | C | 3:1:0 | 4 |
| MBA 2.3 | Corporate Finance | C | 3:1:0 | 4 |
| MBA 2.4 | Business Research Methods | C | 3:1:0 | 4 |
| MBA 2.5 | Production and Operations Management | C | 2:1:0 | 3 |
| MBA 2.6 | Business Analytics | F | 2:1:0 | 3 |
| MBA 2.7 | Management Information System | F | 1:2:0 | 3 |
| MBA 2.8 | International Business | F | 3:0:0 | 3 |
| MBA 2.9 | Business Ethics and Corporate Governance | F | 3:0:0 | 3 |
| TOTAL | | | | 25 Credits |

*Any two Foundation Courses from the available Foundation Courses shall be selected by a student at the commencement of First and Second Semesters. The Department Council/Affiliated Colleges will announce, at the beginning of the First and Second semesters, the Foundation Courses which will be offered during First and Second semesters depending upon the availability of faculty and the demand for Foundation Courses. The minimum number of students opting for a Foundation Course shall be twenty.

***L=Lecture – 1 hour of lecture per week in a Semester = 1 Credit**

S/T/FW = Seminars/Tutorials/Field Work – 1 hour of Seminars/Tutorial/ Field Work per week in a Semester = 1 Credit

P = Practical – 2 hours of practical per week in a Semester = 1 Credit

SYLLABUS

FIRST SEMESTER

1.1 Management Concepts & Theories

- 1. Management:** Functions of management-Management Process-Management Hierarchy Skills. Changing Roles of Manager - The changing paradigm of management –driving forces. Managerial and Organizational performance. Productivity, Efficiency and Effectiveness. Professional code of conduct and Ethics in management, Growth of professional management in India, Recent trends in Management.
- 2. Evolution of Management Theory and Practice:** Classical perspective-Scientific Management, Bureaucratic Organizations, Administrative principles. Humanistic Perspective-The Human Relations approach, the human resources perspective, the behavioral sciences approach ; management science perspectives. Recent historical trends- contingency approach, systems approach, TQM, Modern Management to the present day.
- 3. Managerial Planning and Decision making:** Planning process, steps in planning, types of plans, hierarchy of plans, vision, mission and goals and objectives. Strategies, policies, procedures, rules and Planning premises. Management by Objectives. Decision making in certainty, risk and uncertainty, ambiguity, heuristics, bounded rationality in decision-making, steps in rational decision-making. Decision making models, Group decision making techniques, Creativity and innovation in decision making.
- 4. Organizational Theories and Design:** Structure and Strategy- Chandler thesis, Bureaucracy in organizations. Bases of departmentalization- specialization, division of work, differentiation and integration; Various forms of Organization–Functional, Product/market, Matrix, Team structures, Virtual organizations. Span of Management Principles of coordination. Power, authority, delegation and decentralization. Informal organizations.
- 5. Managerial Control:** Relationship between Planning and Control. Process of Control- Control Systems- Types and Techniques. Management by Exception, Budgetary Control, Functional and Dysfunctional aspects of Budgetary Control, Internal Control systems, Internal audit and Management Audit. IT enabled control techniques.

References:

- ✓ *Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,*
- ✓ *Introduction to Management-Fred Luthans-McGraw*
- ✓ *The Practice of Management-Peter.F.Drucker*
- ✓ *Management- Stoner, Freeman and Gilbert*
- ✓ *Management- Griffin*
- ✓ *Management- Holt*
- ✓ *Management- Tasks and Responsibilities- Peter. F. Drucker*
- ✓ *Professional management- Theo Haimann*
- ✓ *Organization Theory and Design – Richard L. Draft*
- ✓ *Management - Richard L. Draft*
- ✓ *People and Performance by Peter F. Drucker*

1.2 Organizational Behavior

1. **Fundamentals of Organizational Behavior:** Evolution of Organizational Behavior, Forces affecting Organizational Behavior, Changing work force and Employment Relations, Impact of Globalization and Information Technology on Organizational Behavior,
2. **Individual Dimensions in Organizational Behavior:** Individual differences – Perception-Process, Determinants, Perceptual errors and Perceptual mapping. Attitude-Components, Determinants, and characteristics. Learning- Process and Theories, Personality- Determinants, Types and Theories. Interest, Aptitude and Creativity.
3. **Group Dynamics:** Group Behavior, Team Development, Group Cohesiveness – Group Decision Making Process, Effective teams, Organizational Conflicts and Conflict Resolution, Interpersonal Skills, Johari Window and Transactional Analysis.
4. **Motivation and Leadership:** Theories and Models of Motivation, Leadership-Theories of Leadership, Leadership Types and Styles.
5. **Organizational Culture, Climate and Change:** Organizational Climate and Culture. Change models, Learning Organizations, Resistance to Change, Stress and its management.

References:

- ✓ *Organizational Behavior – Robbins.*
- ✓ *Organizational Behavior- Fred Luthans*
- ✓ *Human Behavior at Work- Keith Davis*
- ✓ *Organizational Theory and Design – Daft*
- ✓ *The Fifth Discipline- Peter Senge*
- ✓ *The Seven Habits of highly Effective People- Stephen Covey*
- ✓ *Understanding Organizational Behaviour – Uday Parekh*
- ✓ *The Five Minds-Howard Gardner*
- ✓ *All the books by Edward De Bono*
- ✓ *Work in the 21st Century – Landy and Jeffrey*

1.3 Managerial Accounting

- 1. Introduction to Accounting:** Meaning, Accounting Information System-Accounting Concepts and Conventions –Financial Accounting and Management Accounting –Users of Accounting Information-The Accounting Environment: Ind-AS Vs IFRS-The Accounting Equation- Recording, Classifying and Summarizing business transactions leading to preparation of Final accounts of Sole Proprietary Merchandizing, Manufacturing and Service Businesses - Orientation to use of Excel in accounting.
- 2. Company Final Accounts in India:** Financial Statements of Companies-Requirements of Companies Act of 2013 with respect to preparation of Final Accounts of Companies-Preparation and Analysis of Income Statement and Balance Sheet using Excel. Annual Reports and its contents. Introduction to Accounting Standards.
- 3. Financial Statement Analysis:** Techniques of Financial Statement Analysis: Horizontal analysis, Vertical analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), Preparation of Fund Flow and Cash Flow Statement. Preparation and Analysis of Cash Flow Statement, Ratios and Projections using Excel.
- 4. Costing for Decision Making:** Meaning of Cost-Elements of Costs-Classification of costs-Preparation of Cost Sheet-Marginal costing and use of break-even analysis in decision-making – Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

- 5. Recent Trends in Accounting:** Accounting Packages – Cloud Accounting, Responsibility Accounting, Human Resource Accounting, Environmental Accounting, Forensic Accounting.

References:

- ✓ *Financial Accounting: A Managerial perspective –R. Narayanswamy*
- ✓ *Introduction of Management Accounting- Horngren, Sundem, Stratton.*
- ✓ *Cost and Managerial Accounting - Duncan Willamson*
- ✓ *Cost accounting for Business Managers-Asish K Bhattacharayya.*
- ✓ *Management and Cost Accounting- Colin Drury*
- ✓ *Management Accounting –HensenMowen*
- ✓ *Financial Analysis and Modelling – Chandan Sen Guptha*
- ✓ *Finance Sense – Finance for Non – Finance Executive – Prasanna Chandra*
- ✓ *Accounting Principle – Anthony Robert and S Recce James*

1.4 Statistics for Management

- 1. Introduction:** Definition of Statistics – Importance and Scope of Statistics – Functions of Statistics – Statistical Investigation – Limitations of Statistics. Tabular & Graphical presentation – Statistical Data: Primary and Secondary Data – Sources of Data – Types of Classification of data – Frequency Distribution – Diagrammatic and Graphic Representation –. Tabulation – Types of Tables - Construction of One-way and Two-way tables.
- 2. Descriptive Statistics:** Measures of Central Tendency Mean, Median & Mode, Measures of Dispersion, Range, Quartile deviation, Percentile, Deciles, variance, standard deviation. Measures of Variability – Relative Location and detecting outliers – Exploratory Data Analysis.
- 3. Correlation and Regression:** Correlation – Concept, Types, Measures of Correlations – Karl Pearson and Spearman's Correlation Coefficient - Simple Linear Regression Model- Least Squares Method – Coefficient of Determination - Model Assumptions.
- 4. Probability & Probability Distribution:** Basic Definitions Events, Sample Space, and Probabilities, Basic rules of Probability, Conditional probability, Independence of Events, Combinatorial concepts, Laws of total Probability - Bay's theory, Joint Probability table. Expectancy theory and problems. Random Variable. - Discrete

Probability Distributions - Expected Value and Variance – Binomial Probability Distribution – Poisson Probability Distribution – Continuous Probability Distribution – Uniform Probability Distribution – Normal Probability Distribution – Normal Approximation of Binomial Probabilities – Exponential Probability Distribution.

- 5. Sampling & Statistical Decision Theory:** Sampling Techniques - Random Sampling, Hypothesis Testing for means and proportions and for difference of means and proportions, Estimation point and interval, Chi-square tests, Analysis of Variance. Simulation and Random number table.

References:

- ✓ *Statistics for Managers – using Microsoft excel – Levine, Stephan & others*
- ✓ *Statistics for Management – Richard Levin and Rubin[excel version]*
- ✓ *Statistics – Murray Spiegel, Schaum Series*
- ✓ *Quantitative Business Analysis – Text & Cases – Samul Bodiley & others*
- ✓ *Basic Business Statistics – Bereuram and Levine*
- ✓ *Quantitative Methods – Anderson, Sweeny & William*

1.5 Managerial Economics

- 1. Introduction:** Fundamental Concepts of Managerial Economics, Distinction between Micro and Macroeconomics. Theory of Firm- Objectives of firm, principal – agent problems. Constrained optimization, indifference curve analysis and consumer equilibrium.
- 2. Demand Analysis:** Demand-Types and determinants, Law of Demand-Elasticity of demand and its implications. Demand Estimation and Forecasting – identification problem, regression analysis. Demand Forecasting Methods. Forecasting fluctuations in time series and regression analysis using Excel.
- 3. Production and Cost Analysis:** Production function in short and long run: Law of variable proportion, with one and two variable input, Isoquant, Isocost, returns to scale, least cost combination of inputs in short and long run. Nature of costs, short run and long run cost function and curves, finding minimum cost of production, Economies of scale.
- 4. Market Structures:** Market structure and degree of competition, Pure, Perfect, Monopoly, Monopolistic and Oligopoly Competition, Price and output determination in

short and long run, Cartels and non price competition. Measures of Market Concentration. Game Theory and Strategic Behavior, Nash Equilibrium, Prisoner's Dilemma. Pricing Decisions: Pricing process, methods and strategies, Price discriminations

5. **National Income and Business Cycle:** Concepts and measurements of National Income, managerial implications. Business Cycle, causes and coping strategies of firms. Monetary and Fiscal policies.

References:

- ✓ *Managerial Economics- Dominick Salvatore.*
- ✓ *Managerial Economics- Gupta and Mote*
- ✓ *Economics- Samuelson & Nordhaus*
- ✓ *Managerial Economics by Peterson and Lewis*
- ✓ *Micro Economics – Dominick Salvatore*
- ✓ *Macro Economics – Palmer and others*
- ✓ *Macro Economics – Koutinyas*

1.6 Corporate Communication

1. **Introduction:** Managerial Communication, Communication Process, Effective Communication and Barriers to communication, Communication Skills - Writing, Reading, Logic, Analysis and Listening. Implications of Formal and informal in business organizations.
2. **Non-Verbal Communication:** Verbal vs. Non-verbal communication-Forms - Kinesics, Oculistics, Artifacts, Chronemics and Proxemics, Corporate Communication Etiquettes - Importance, Types and Benefits.
3. **Oral Communication:** Principles of Speaking, Listening, Discussing, and Negotiating, Dyadic communication, Group Discussion and Problem-solving Communication.
4. **Writing Skills:** Drafting Letters, Memos, Notices, Circulars, Agenda, Minutes of Meetings E-mails, Proposals, press releases, Resume Writing, Reports and Executive Summaries, Content Writing - Formal and Social Media.

5. Business Presentations: Preparing Formal presentation, Developing and Using Graphic and Visual Aids for Business Presentations, Hands-on with MS Excel and Power Point and Power BI.

References:

- ✓ *Business Communications - Tom Means*
- ✓ *Effective Business Communications - Herta A. Murphy, Herbert W. and Jane P.*
- ✓ *Better Business Communication - Denish Murphy*
- ✓ *Written Executive Communication - Shurter*
- ✓ *Model Business Letters - Shirley Taylor, Gartside*
- ✓ *Business Communication - Lesikar, Pettit and Flatery*
- ✓ *MLA's Handbook*

1.7 Business Environment and Public Policy

- 1. Business Environment in India:** Type of Environment - Internal, External, Micro and Macro Environment - Competitive Structure of Industries - Environmental Analysis and Strategic Management. Demographic characteristics - Determinants of Demography - Socio-cultural factors affecting Business. Technological, Political and Legal Environment: Technology and Development, Integrating Technology with Business, Technology in Developing Countries, Political factors affecting Business in India.
- 2. Economic Structure of India:** Economic Planning in India, transition from Mixed Economy to a Market Economy, Outlines of Public and Private sectors. Characteristics of Industrial, Service and Agricultural Sectors. Regional and Sectoral imbalances, Dualism, Trends in GDP.
- 3. Monetary and Fiscal System in India:** Overview of India's Monetary Policy, Fiscal Policy, Role of RBI in Banking Sector. Indian Financial System - Money Market and Capital Markets-Stock Exchanges and Stock Market reforms in India. Industrial Finance in India – Role of Financial Institutions and Commercial Banks, NBFC's. Financing of Exports and Imports, EXIM and ECGC. Issues in Taxation and Government expenditure – FRBM Act 2003, the problem of Fiscal Deficit.
- 4. Global Business Environment:** Importance, Nature and Scope of Global Business Environment; Modes of Entry into Global Business, Internationalization process and

Managerial implications. Approaches to Global Business. Global Trading Environment. World Trade in Goods and Services – Major trends and developments; World Trade and Protectionism – Tariff and Non-tariff barriers; Counter Trade.

- 5. Contemporary Issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro Zone Crisis and its Impact on India, Issues in Brexit, World Recession, Inflationary Trends, Impact of fluctuating prices of crude oil, gold etc.

References:

- ✓ *Business Environment – C. A. Francis.*
- ✓ *Business, Government & Society – Arthur Gold Smith.*
- ✓ *India in Transition – Jagdish Bhagwathi.*
- ✓ *India's Economic policy – Bimal Jalan.*
- ✓ *International Business Environment - Daniels & Radbaugh.*
- ✓ *Essentials of Business Environment - Aswathappa K.*
- ✓ *Global Economy and Business Environment - Francis Cherunilam*
- ✓ *International Business - Vishal Kumar*
- ✓ *Global Political Economy - Robert Gilpin*
- ✓ *International Economics - Paul Krugman, Maurice Obstfeld and Marc Melitz*

1.8 Corporate Law

- 1. Laws Governing Companies:** Provisions of Indian Companies Act - 2013 – Types of Companies, Incorporation, Name Approval, Memorandum of Association & Articles of Association - Director Identification Number (DIN) – Management and administration of Companies - Filing of Documents - Remedies against mismanagement and Oppression - Powers of investigation by the Government - Corporate Social Responsibility - Acceptance of Deposits - Banning of Unregulated Deposit Schemes (Ponzi Schemes), Restrictions on acceptance of deposits under Companies (Acceptance of Deposits) Rules - 2014.

2. **Laws relating to Insolvency, Bankruptcy & Enforcement of Security Interest:** IBC law - Definitions - Corporate Insolvency Resolution Process - Provisions of Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act.
3. **Laws related to Regulation of funds:** Provisions relating to dealing in Foreign Currency under FEMA – Important provisions under the Prevention of Money Laundering Act - 2002.
4. **Laws Related to Security Markets:** Securities and Exchange Board of India Act - 1992 (SEBI), Contracts (Regulation) Act - 1956, Depositories Act - 1996, Depositories, Depository Participants, Stock Brokers, etc.,
5. **Laws Related to Intellectual Property and Consumer Protection:** Meaning and importance of Intellectual property rights – Important provisions of The Patents Act - 1970, The Trademarks Act - 1999, The Copyright Act - 1957, Consumer Protection Act - 2019 and Information Technology Act – 2000, Competition Act – 2002.

References:

- ✓ *A Manual of Business Laws – S. N. Maheshwari and S. K. Maheshwari*
- ✓ *Business Law for Management – K. R. Bulchandani*
- ✓ *Business Environment: Texts and Cases – Francis Cherunilam*
- ✓ *Business and Corporate Laws – S. S. Gulshan and G. K. Kapoor*
- ✓ *Bare Acts of respective legislations.*

1.9 Computer Applications in Management

1. **Introduction to Computer System:** Computer Hardware and Software, Block diagram of Computer. Communication Networks, Evolution of computer networks, LAN, MAN, WAN. Classification and generation of computer, Configuration of PC, Study of various Input/output Devices. Operating System - Basic Introduction to MS-DOS, Unix and Windows as Operating System. Concept of GUI.
2. **Office Automation & Management:** Word Processing – Creating, Opening, editing, formatting, composing, printing, saving etc. Preparing & merging documents. Excel - working with spreadsheets, presenting data using graph, tables, formulas and functions. Editing and formatting of charts. WHAT – IF Analysis. PowerPoint – creation of

presentation, data representation through graphics, Animating your presentation. Outlook – E-mailing and getting connection to Internet, configuring of outlook express, using Outlook for your mail checking, sending and updating. Tally – Introduction to Computational Accounting.

3. **Internet:** Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search Engines, Web Browsing, searching, downloading & uploading from Internet. Intranet and Extranet. Applications of Information Technology and impact of information technology on business.
4. **Introduction to E-Commerce:** Meaning, nature, scope and channels, E-Market, Models of e-commerce, Global trading environment and adoption of e-commerce, application of ecommerce to Supply chain management. EDI and paperless trading, characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards, E-Commerce in India.
5. **Electronic Transaction:** Concept of E-transaction, Purchase order processing and payments. Electronic Payment Systems, Types of Payment Systems - E-cash and currency servers, Smart Cards, Electronic Purses and E-Transaction. Mobile Commerce. Security Risks of E-commerce-Types and Sources of Threats. Cyber Crimes.

References:

- ✓ *Computer Fundamental - V Rajaraman*
- ✓ *Electronic Commerce: Framework Technologies and Applications - Bhasker*
- ✓ *E-Commerce - Daniel Minoli and Emma Minoli*
- ✓ *Management Information Systems - A Contemporary perspective - Laudon Kenneth and Laudon Jane*
- ✓ *Computer Applications in Management – Mohan. P.*

SECOND SEMESTER

2.1 Marketing Management

1. **Introduction to Marketing Management:** Functions of Marketing Management, Entities of Marketing, Marketing Philosophies and Concepts: Production, Product, Selling, Marketing, Societal and Holistic Concepts, Marketing Environment Dynamics, Marketing Planning and its Components, Elements of Marketing Mix.
2. **Consumer Behavior and Market Segmentation:** Consumer - Generation Gap and Marketing, Buying Behavior and Buying Decision Process - From Awareness to Advocacy, Concept and Basis for Segmentation and Targeting, Segmentation for Consumer and Business markets, Product Positioning, Market Research and Marketing Information System.
3. **Product and Price:** Classification of Goods and Services. Levels of Product, Product Mix and Product Line, New product development and Product Life Cycle Strategies, Branding - Types of Brands, Brand Building, Measuring Brand Equity, Packaging and Labeling, Pricing - General Pricing Approaches, New Product Pricing Strategies.
4. **Place and Promotion:** Distribution Channels and Logistics Management, Channel Behavior and Organization, Channel Design and Management Decisions, Nature, Importance and Functions of Logistics, Elements of Promotion Mix: Advertising and Public Relations, Personal Selling and Sales Promotion, Direct and Online Marketing, Integrated Marketing Communication.
5. **Aligning Marketing Strategies with Technological Advancements:** Digital Marketing, 7C's of Digital Marketing, Leveraging Marketing Tech, Generation Gap and Challenges of serving different Generations, Digital Marketing Channels, Technology Compass: Personal, Social and Experiential Marketing. Marketing transition from Industry 4.0 to 5.0.

References:

- ✓ *Marketing 5.0: Technology for Humanity - Philip Kotler, Hermawan Kartajaya, Iwan Satiawan*
- ✓ *Marketing 4.0: Moving from Traditional to Digital - Philip Kotler, Hermawan Kartajaya, Iwan Satiawan*
- ✓ *Digital Marketing: Strategy, Implementation and Practices - Dave Chaffey and F. Ellis-Chadwick (6e)*

- ✓ *Marketing Management - Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (16e)*
- ✓ *Principles of Marketing - Philip Kotler, Gray Armstrong, Sridhar and Prafulla (19e)*
- ✓ *Fundamentals of Marketing - William Stanton*
- ✓ *Marketing Management - Zickmund*

2.2 Human Resource Management

- 1. Human Resource Management:** HR Functions and Policies, Role of HR Managers, sub-systems of HRM. Impact of Globalization and Digital Economy on HRM.
- 2. HR Planning, Recruitment and Selection:** Scope of HR Planning, Job Analysis, Job Description, Methods of Recruitment - Internal System and Outsourcing. Testing for Selection of Employees, use of Psychological Test, Selection Process, Interviews, and Errors in Selection.
- 3. Training and Development:** Induction and Orientation, Methods of Training, Training Manual, Training under ISO and QS Certification. Supervisory, Executive and Management Development Programmes, Career Development.
- 4. Performance Management and Compensation Planning:** Key Result Areas and Key Performance Areas, Traditional v/s Modern Methods of Performance Management. Potential Appraisal, Feedback Systems. Job Evaluation. Wage and Salary Administration, Perks, Fringe benefits, Bonus, Incentives. Compensation Surveys. Productivity, Performance linked Pay Structure, Compensation Review and Structuring.
- 5. Recent Trends in HR Practices:** Managing Agile and Remote Workforce, Employee Wellbeing and Work Life Balance, Hybrid and Global Workforce, AI Integration for HR Practices, Work from Home (WFH), Flexible Work Culture.

References:

- ✓ *HR and Personnel Management – Keith Davis*
- ✓ *Personnel Management – Flippo*
- ✓ *Human Resource Management – T. V. Rao*
- ✓ *Human Resource Management – Pattanaik*
- ✓ *Human Resource Management – Micheal Armstrong*
- ✓ *Human Resource Management – Gary Desseler*

2.3 Corporate Finance

1. **Goals of the Firm:** Profit maximization vs. Wealth maximization, Nature of Basic Managerial Finance Functions, Financing and Dividend. Agency problems, Social responsibility. Time value of money, the concepts of compounding, discounting and Present value, Annuities, Amortization of loans etc., Problem solving using Excel.
2. **Valuation of Long Term Securities; Risk and Return:** Bond Valuation, Common Stock Valuation using Dividend Discount Model - Calculation of Rates of Return (Yields) -Risk and Return of Equity Stock and Portfolio, CAPM Model.
3. **Working Capital Management:** Concepts - Gross, Net and Core Working Capital. Optimal Level of Working Capital, Financing Current Assets - Maturity matching approach. Inventory Management, JIT, Cash and Receivables Management - Credit Management, Financing of Current Assets.
4. **Capital Budgeting:** Estimating Cash Flows – Initial, Intermediate and Terminal Cash Flows on Standalone and Incremental basis - Principles underlying cash flow measurement - Capital budgeting decision rules, Payback, Accounting Rate of Return, Discounted Cash Flow Techniques – NPV, IRR, PI, Problem solving using Excel.
5. **Capital Structure and Dividend Decisions:** Concept of Optimal Capital Structure - Required Rates of Return and the Cost of Capital: Cost of Debt, Preferred Stock, Equity, Computing WACC, The CAPM approach. Determination of Optimal Capital Structure- EBIT - EPS Analysis, Operating and Financial Leverage. Capital Structure Policy and Trends of Indian Firms. Dividend Policy – Factors affecting the Dividend Policy - Dividend Policies – Stable Dividend Payout. Impact of Dividend Policy – Trends in Dividend Policy of Indian Firms.

References:

- ✓ *Fundamentals of Financial Management – Van Horne and Wachowitz*
- ✓ *Financial Policy and Management – Van Horne, 12th edition.*
- ✓ *Financial Management – Prasanna Chandra*
- ✓ *Corporate Finance – Brigham and Erhardt*
- ✓ *Corporate Finance – Ross, Wetfield & Jaffer*

2.4 Business Research Methods

1. **Research in Business:** Role of Business Research, Information Systems and Knowledge Management, Sources of Information, Types and Basic elements of Research. Theory Building, Overview of Research process, Ethical Issues in Business Research.
2. **Research Design:** Literature Review, Research Gap, Problem definition and Research Proposal, Basic Research Designs – Exploratory, Descriptive and Causal Designs. Secondary Research Designs. Qualitative Analysis, Secondary Data.
3. **Survey Research:** Primary Data Sources. Basic Concepts in Survey Research, Methods of Communication with Respondents, Questionnaire, Interview, etc., Observation Method, Experimental Research. Measurement and Scaling Concepts, Attitude Measurement, Principles of Questionnaire Design.
4. **Sampling:** Sample Design and Sample Procedures, Methods, Determination of Sample Size – Review of Statistical Theories.
5. **Data Analysis and Presentation:** Editing and Coding for Transformation of Raw Data into Information, Basic Data Analysis – Descriptive Statistics, Developing and Testing of Hypotheses, ANOVA, Univariate and Bivariate Analysis: Tests of Differences, Measures of Association. Multi-variate Analysis. Research Report Preparation: Parts of Report, Presentation of Research Findings.

References:

- ✓ *Business Research Methods – Zikmund*
- ✓ *Marketing Research – Malhotra N. K.*
- ✓ *Marketing Research – Parashuraman*
- ✓ *Business Research Methods – Donald R. Coopers and Schindler*
- ✓ *Foundations of Behavioural Research – F.N. Kerlinger*
- ✓ *MLA Handbook for Researchers – MLA Association*

2.5 Production and Operation Management

1. **Introduction:** Historical background of Modern Industry, Definition and Types of Production Systems. Organizational Structure and its Interaction with other functional Departments. The Role of Operations Manager. Production Planning and Control.

Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

2. **Operations Strategy:** Elements of Operations Strategy, Characteristics of Effective Operation Strategy, Operation Strategy as Competitive Capabilities, Core Competencies and Competitive Weapons.
3. **Production System:** Facilities Location Decisions, Factors affecting Facility Location Decisions, Facility Location Models. Facility Layout Planning. Layout and its Objectives for Manufacturing Operations, Warehouse Operations, Service Operations and Office Operations., Types of Plant Layouts – Product Layout, Process Layout, Fixed Position Layout, Cellular Manufacturing Layouts, Hybrid Layouts, Factors influencing Layout Changes. Types of Processes, Choosing the Service Processes, Capacity Planning, Use of Computers in Production Management.
4. **Material Requirement Planning and JIT:** Dependent Inventory Models, MRP Structure, Benefits of MRP. Maintenance Management: Maintenance Concept, Preventive Maintenance, Maintaining System Reliability. Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for Implementation, JIT Inventory and Supply Chains.
5. **Quality Management:** Quality Control Concept, Quality Circles & the Emerging Concepts of Total Quality control. Control Charts X and R Charts. P Control Charts, Control Charts. Total Quality Management: Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform, Total Productive Maintenance (TPM).

References:

- ✓ *Productions and Operations Management - Chase, Aquilano and Jacob*
- ✓ *Material Management - An Integrated Approach - Gopalakrishnan and Sundareshan*
- ✓ *Production and Operations Management - Adam and Erbert-*
- ✓ *Operations Management, Strategy and Analysis – Addison Wesley, Krajewski and Ritzman-*
- ✓ *Theory and Problems in POM - Chary*
- ✓ *Computer aided production Management - P.B. Mahapatra*
- ✓ *Production and Operations Management - Render and Heizer-*

2.6 Business Analytics

1. **Introduction to Business Analytics:** Introduction to Business Analytics: Challenges; Business Analytics Optimization (BAO); Data warehousing; Online Analytical Processing (OLAP); Online Transaction Processing (OLTP); Introduction to Predictive Analytics and Prescriptive Analytics; Role of Business Analyst and Data.
2. **Data Mining:** Meaning of Data Mining; Evolution of Data Mining; Data Mining Process; Knowledge Discovery from Data (KDD); Cross Industry Standard Process for Data Mining (CRISP-DM), Data Mining Techniques; Challenges of Data Mining.
3. **Predictive Analytics:** Introduction to Simple Linear Regression, Multiple linear Regression, Logistic Regression, Time Series, Decision Trees and Neural Networks.
4. **Big Data Analytics:** Introduction to Big Data; Need for Big data; Characteristics of Big Data; structure of Big Data (Structured, Semi-structured, Unstructured and Real Time Data); Benefits and Barriers of Big Data Analytics; Mobile Data Analytics; Social Media Analytics studies.
5. **Applications of Analytics and Contemporary Developments:** Financial Analytics; HR Analytics; Marketing Analytics; Supply Chain Analytics; Production and Operations analytics. Machine Learning; Artificial Intelligence; Deep Learning; Internet of Things (IOT) and Robotics

References:

- ✓ *Albright Winston "Business Analytics, Data Analysis and Decision Making" 5th edition, Cengage Publication.*
- ✓ *Cindi Howson "Successful Business Intelligence" 2nd edition, Mc Graw Hill Education.*
- ✓ *U. Dinesh Kumar "Business Analytics: The Science of Data - Driven Decision Making" by Wiley Publications.*

2.7 Management Information Systems

1. **Information Systems:** Data vs. Information, Strategic Role of Information in Management. Components of IS - Hardware, Software, Data, Telecommunication and

People; Information Systems and Decision Making, Types of Information Systems - TPS, MIS, DSS, GDSS, KWS, ESS, OAS.

2. **Networks:** Concepts, Telecommunications Network, Wireless Network- Wi-Fi, Bluetooth, Wi-Max and Broadband Technologies, Mobile Technologies, Network Convergence, Internet, Intranet, Extranets, Teleconferencing, video conferencing, Internet based Businesses, Geographical Information Systems.
3. **Systems Development:** Systems as Planned Organizational Change, Business Process Reengineering, Steps in Effective Reengineering, Process Improvement and Total Quality Management, System Analysis, Systems Design, Completing the System Development Process, Use of flow charts. Systems development life cycle (SDLC), Types of SDLC - Waterfall, prototype, spiral, RAD, End user development, Outsourcing, Off-shoring, Business Process Outsourcing.
4. **Application Technologies:** ERP concepts, Evolution of ERP, ERP packages- SAP, Microsoft Dynamics 365, MFG-PRO, SSA ERP(Baan), Oracle, ERP Next; Functional modules in business- Accounting, finance, production and manufacturing, marketing ,sales and distribution, HRM functions. ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP - CRM, SCM, BI, Practical on functional modules of ERP.
5. **Information Systems Security and Control:** System Vulnerability and Abuse, Concerns for System Builders and Users, Computer Crime - Threats, Hacking, Cracking, Cyber Theft, Identity Theft, Theft of Intellectual Property, Viruses, Worms, Adware, Spyware, Cybercrime, Cyber Terrorism. Security Measures, Disaster Recovery Centers.

References:

- ✓ *MIS – Kennett G. Laudon and Jane P. Laudon*
- ✓ *MIS – James A. O'Brien*
- ✓ *MIS-C.S.V.Murthy*
- ✓ *MIS-WS Jawadekar*
- ✓ *Computer Today – S.K. Basudev*
- ✓ *ERP Concepts – V.K. Garg*

2.8 International Business

- 1. Introduction to International Business:** International Business - Reasons for Going International, Trends in International Trade - Global Sourcing and Production Sharing - International Orientations Internationalization Stages and Orientations - International Business Decision. MNC - Importance and Dominance of MNCs - MNCs and Globalization - Transfer of Technology - Global Competitiveness - Indicators of Competitiveness - Competitive Advantage of Nations - Technology and Global Competitiveness.
- 2. International Trade Theories:** Country Based Vs Firm Based Theories - Vernon, Krugmen, Porter - Terms of Trade - Commercial Policy: Free Trade Vs Protectionism; Basic Tariff Analysis, New Trade Theories
- 3. World Trade Organization:** GATT - Origin, Salient Features. WTO - Origin, Evolution, Principles, Functions, Structure, Ministerial Conference and Recent Trends in WTO. GATS, TRIMS, TRIPS - Dispute Settlement System in WTO, Agreement of WTO - Agriculture, Textile and Clothing, Antidumping, Custom Valuation, Pre-shipment Inspection, Rules of Origin, Subsidies and Countervailing Measures.
- 4. International Monetary System and Trade Blocs:** Concepts of International Monetary System, IMF and World Bank - Funding Facilities and Strategies of IMF and World Bank. Expatriation and Repatriation. Asian Development Bank and BRICS Banks - Structure and Functions. Trade Blocs - Concepts and Classification of Trade Blocs. Structure, Functions and India's Role in ASEA, OPEC, BRICS, European Union, SAARC, SCO, MERCOSUR, APEC, USMCA, AfCFTA, COMESA, CPTPP & CIS.
- 5. FDI, BOP and FOREX:** FDI & FII's in India - Recent Trends and Government Policy on FDI and FII in India. Balance of Payments: Components, Factors affecting BOP, Construction of BOP - J-Curve Effect, Foreign Exchange - Theories of Exchange Rate - Factors Affecting Exchange Rate. NEER Vs REER - Exchange Rate Systems.

References:

- ✓ International Business: Competing in the Global Marketplace (SIE) - Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani.
- ✓ *International Business - K Aswathappa.*

- ✓ *International Business (Text And Cases) –P Subba Rao.*
- ✓ *International Business: Environments And Operations - ohn D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, PrashantSalwan.*
- ✓ *International Business - Sonia Gupta*
- ✓ *International Business- Francis Cherunilam.*
- ✓ *International Business - Rakeshmohanjoshi*
- ✓ *International Business - Daniels*
- ✓ *Newspapers – Hindu, Business Times*

2.9 Business Ethics and Corporate Governance

- 1. Business Ethics:** Ethics, Ethical Concepts and Theories, Morals and Values, Importance and Need of Ethics in Business, Ethical Corporate Behavior, Ethical Leadership, Ethical Decision Making, Ethical Dilemmas in Organization, Ethical Compliance Training in Corporate, Business Ethics in India.
- 2. Ethical Issues in Functional Areas:** Ethical Issues in Marketing, Production, Accounting and Finance, Human Resource, Information Technology, Supply Chain and E-Commerce.
- 3. Corporate Governance:** Objectives, Need and Significance - Difference between Governance and Management, Principles of Corporate Governance, Corporate Governance Structures, Models and Theories of Corporate Governance, Corporate Governance in India, Committees on Corporate Governance in India, Reports and Recommendations of Narayan Murthy and Ganguly Committee. Corporate Frauds in India.
- 4. Legal and Regulatory Aspects of Corporate Governance:** Stakeholders of Corporate Governance - Role of Board of Directors, Auditors and Independent Directors in Corporate Governance, Role of SEBI in Corporate Governance - Corporate Governance Forums – CACG, OECD, ICGN and NFCG.
- 5. Corporate Social Responsibility:** Levels, Phases and Approaches, Principles, Provisions of Companies Act 2013 with respect to CSR, Socially Responsive Management, Formulation and Implementation of Socially Responsive Strategies, Corporate Social Reporting, Corporate Governance Rating.

References:

- ✓ *Business Ethics – An Indian Perspective - Fernando A. C.*
- ✓ *Corporate Governance, Business Ethics & CSR – Sharma J. P.*
- ✓ *Business Ethics & Corporate Governance - Ghosh B. N.*
- ✓ *Corporate Governance – Principles, Policies, and Practices - Fernando A. C.*
- ✓ *Business Ethics and Corporate Governance – C. S. V. Murthy*