

Study Scheme and Syllabus of
Master of Business Administration
(Fintech)
Batch 2024 onwards



Department of Academics
IK Gujral Punjab Technical University

I.K.G. Punjab Technical University
Program Educational Objectives (PEOs)

PEO1: To inculcate knowledge in students with experiential learning and prepare the for advance study and life long learning.

PEO2: To develop strategic understanding of fundamental principles of business and competencies in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.

PEO3: To train the students for dynamic business environment and apply their perspectives through innovation and creativity.

PEO4: To develop competencies in qualitative and quantitative techniques to analyse the business data as well as developing an understanding of economic, legal and social environment of Indian business.

PEO5: To inculcate leadership skills, professionalism, effective communication skills, interpersonal skills and team work in students so as to enable them to manage and collaborate in diverse work environments.

PEO6: To develop responsiveness to social issues and ability to identify business solutions to address the same. Students will also be able to understand the issues of business ethics.

Program Outcomes (POs)

The program outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six outcomes of MBA program are as below:

1. **Business Environment and Domain Knowledge:** Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

2. **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:** Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

3. **Global Exposure and Cross-Cultural Understanding:** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

4. **Social Responsiveness and Ethics:** Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

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5. Effective Communication: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

6. Leadership and Teamwork: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

(Source: Model Curriculum for Management programs (MBA) January, 2018, AICTE, New Delhi. www.aicte.india.org)

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Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 101-18	Core Theory	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Theory	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Theory	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Theory	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Theory	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Theory	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Theory	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
	TOTAL		28	0	0	280	420	700	28

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MBA 101-18
Foundations of Management

Course Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts and principles and conventions of accounting.

CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

CO3: Develop analytical abilities to face the business situations.

CO4: Apply various tools that would facilitate the decision making process in the business.

CO5: Develop peer based learning and working in groups and teams.

CO6: To comprehend the application of various controlling techniques in management.

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. **Line & Staff:** concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, **Staffing,** importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

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Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt*, New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.

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MBA 102-18
Managerial Economics

Course Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision making.

CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

CO3: Analyze the demand and supply conditions and assess the position of a company and explain the concepts of factors of production, collective bargaining and the underlying theories of factors of production.

CO4: Recognize the relationship between short-run and long-run costs and will also be able to establish the linkage between production function and cost function

CO5: Compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly and can determine price and output under different market types.

CO6: Understand basic concepts of macroeconomics and shall be able to measure national income using different approaches.

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement

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costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D. M. Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, Tata McGraw Hills
- Geetika, *Managerial Economics*, Tata McGraw Hills
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi. 2.
- Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition,
- Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, *Macro Economics*, Galgotia Publications.
- H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, *Managerial Economics*, Tata McGraw Hill.
- Goel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K. Dewett, *Modern Economic Theory*, S. Chand Publication

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MBA 103-18
Quantitative Techniques

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions.

CO2: To apply the concepts of central tendency and variation in managerial decision making.

CO3: To enhance knowledge in probability theory and normality and its distribution concepts.

CO4: To understand the concept of correlation regression analysis and their applications.

CO5: To apply the learnt techniques to build the best fit route of transportation for carrying schedule of activities.

CO6: To apply the operations techniques in reality to market scenario.

Unit I

Introduction to Statistics: Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation.

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability, calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.

Linear Programming: Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

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Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV

Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method.

Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

Suggested Readings:

- Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition, Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”, 7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., “*Business Statistics: A First Course*”, 4th Edition (2008), Pearson Education.
- Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, *An Introduction to Management Science*, South-Western.
- Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
- Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
- Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
- Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
- Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science*, Duxbury – Thompson learning, Australia.
- Gupta C B, Gupta V, “*An Introduction to Statistical Methods*”, 23rd Edition (1995), Vikas Publications.

Note: Latest edition of the readings may be used.

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Accounting For Management and Reporting

Course Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1 – To familiarize the students about the basic concepts, principles and process of accounting and to make them aware about the formats of financial statements of public limited, banking and insurance companies.

CO2 – To explain the students about the concepts of cost and various intricacies for preparing the cost sheet.

CO3 – To acquaint students about the decision making techniques using the concepts of marginal costing, standard costing and budgetary control.

CO4 – To enable the students to analyse financial statements using various tools for financial analyse and interpret the financial position of a business organization.

CO5 – To familiarize the students about the contemporary developments in the accounting.

CO6 – To make students aware about the recent developments in financial reporting and regulations so that they may understand and appreciate the concept and process of harmonization of financial reporting practices.

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis**; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

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Unit IV

Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing, Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Suggested Readings:

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
- Ramchandran, 'Financial Accounting for Management', Tata McGraw
- Jawahar Lal, 'Accounting for Management', Himalaya Publishing
- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I*', Taxmann Publications
- Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II*, S. Chand and Co.
- Horngren, C. T., Sundem, G. L. and Stratton, W. O., '*Introduction to Management Accounting*', Pearson Education
- Elliott, B. and Elliott, J., '*Financial Accounting and Reporting*', Pearson
- Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)*', South-Western Publications
- Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall
- Bhattacharya, S.K. and John Dearden, "Accounting for Management – Text and Cases", Vikas Publishing House.
- Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

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MBA 105-18
Business Environment and Indian Economy

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO 1: Outline how an entity operates in a complex business environment.

CO 2: To systematically learn impact of legal & regulatory, macroeconomic, cultural, political, technological, global and natural environment on Business enterprise.

CO 3: To examine the critical opportunities and threats that arise from an analysis of external business conditions by applying scenario planning to synthesize trends prevailing in the external environment.

CO 4: To describe how various types of economic systems play a significant role in the success of a business.

CO 5: To understand the nature of Indian Economy and various issues relating to Indian Economy having a direct or indirect impact on business environment.

CO6: To discuss various development strategies in India.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III

Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.

International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones),

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EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

Unit IV

Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector

Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Suggested Readings:

- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Govt. of India, Five Years Plan Documents.

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MBA 106-18
Business Ethics and Corporate Social Responsibility

Course Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To integrate and apply contemporary Ethics & Governance issues in a business context

CO2: To analyse and apply ethics to contemporary business practices.

CO3: To analyse key perspectives on corporate social responsibility and their application.

CO4: To evaluate different corporate ownership structures and their key governance features.

CO5: To understand the ethical decision making, ethical reasoning, the dilemma resolution process.

CO6: To analyse and apply corporate governance perspectives to contemporary business practices.

Unit I

Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.

Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II

Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.

Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

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Unit IV

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Corporate Governance: Introduction, Need, Models.

References:

- Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.
- Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases*. PHI Learning.
- Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill. T
- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- Keith Davis *Business and Society* Mc Graw Hill.

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MBA 107-18
Business Communication for Managerial Effectiveness

Course Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1 - To understand the basics of communication and its process, and the various barriers in the communication.

CO2 – To learn the listening skills and comprehend the value of business etiquettes

CO3– To comprehend Non – Verbal communication skills and its application for effective Communication.

CO4 – To learn the skills of writing effective business messages, letters and reports

CO5– To develop the presentation skills and learning to organize and structure a Presentation using visual aids

CO6 – To prepare the students for interview, employment messages and resume writing skills

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;

Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II

The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute

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Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

Suggested Readings:

- Penrose/Rasberry/Myers *Business Communication for Managers (5th edition)* Cengage Learning.
- Courtland/John/Roshan *Business Communication Today (13th edition)* Pearson
- Rizvi *Effective Technical Communication* Tata Mcgraw Hills
- Raymond/Marie/Kathryn/Neerja *Business Communication* Tata Mcgraw Hills