



STUDENT HANDBOOK 2018-2019

MASTER OF BUSINESS ADMINISTRATION

I Year I Semester

AURORA'S PG COLLEGE

Moosarambagh, HYDERABAD-500013

WELCOME NOTE

My Dear Student

The College has a clearly defined goal of evolving into one of the best institutes for Post Graduate education. To reach the envisaged goal, the college provides not only highly committed and qualified faculty but also infrastructure facilities for curricular, co-curricular and extra-curricular activities. The central concern of this institution is to strive for pedagogical and scholastic excellence ably provided by the faculty. Dynamism, experience and erudition characterize the teaching community at Aurora. Highly qualified with MBA, MCA, M.Phil and Ph.D. degrees, the faculty bring their expertise and application oriented attitude to the classroom.

One of the innovative features of Aurora is its novel teaching-learning process that synthesizes conventional mechanisms of learning such as lectures and laboratory sessions, with interactive sessions like Seminars, Guest Lectures, Case Studies Industry-Institute Interaction, Mini Projects and Assignments that enrich and make learning a pleasure. This handbook, a unique feature of this college, helps you as a ready reckoned giving day to day and hour- to - hour lecture schedules, detailed institute interaction and assignment dates to prepare you well in advance. In addition, it also helps in creating a base for you to prepare for competitive examinations like GMAT, UGC-NET etc with its exhaustive material.

The College has produced 22 MBA batches and 20 MCA batches of students till now. Majority of the students have been placed in reputed Multinational Companies and many got admitted into renowned National and International Institutes of higher learning. Now it is time for you to emulate your exemplary seniors and to reach higher echelons of the society.

The college has been successful in getting very reputed organizations for placements and I am happy that preparations are made to see that all the students of this college would have their future clearly defined and secure.

From the Institute's side, we assure you that we leave no stone unturned to achieve the above goals. You too, as a student, have a crucial role to play in this arduous but exciting enterprise of making Aurora synonymous with learning and professionalism.

I invite you all to join us in our journey towards excellence.

With all best wishes

Sd/-

Principal

CODE OF CONDUCT

1) DRESS CODE

Students must observe the following dress code:

Gents: Prescribed Dress Code - Formal Shirt of Light Cream Color, Jet Black

Trousers & Tie.

Black, full Shoes, Belt and ID-Card.

Ladies: Formal Shirt of Light Cream Color, Jet Black Trousers, Full/Half Black Shoes /full Shoes and ID-Cards.

Please note that jeans and T-shirts do not form part of the dress code. Those who are improperly dressed, and have a shabby appearance will not be allowed into the college premises.

2) ID CARDS

Students will be issued ID cards only after they fill up their details in a prescribed form that will be issued to them at the time of registration. Students are expected to come with their blood group details for this purpose.

In case the card is lost, a duplicate ID card will be issued against a payment of Rs 100. Without the ID card, students will not be allowed into the college campus.

3) ATTENDANCE

The continuous evaluation system adopted by the OU and the college clearly expects every student to be responsible for regularity to class, internal tests

and other tasks assigned to him/her in the course. As such, students are advised not to absent themselves without the prior submission of leave letter to the respective counselors.

1. A student has to put in a minimum of 75% attendance in aggregate of all the subjects in the year/ semester

2. Condonation of shortage of attendance in aggregate upto 10% (between 65% to 75%) in a semester/ year may be recommended by the College Academic Committee to the OU with supporting evidence in genuine and valid cases.

3. A student will not be promoted to the next semester unless he/she satisfies the attendance requirement of the present semester/year.

4. Shortage of attendance below 65% in aggregate shall in no case be condoned.

5. Students whose shortage of attendance is not condoned are not eligible to take their examination of that class and their registration shall stand cancelled. They may seek re-admission for that semester year when offered next.

6. A stipulated fee shall be payable towards condonation of shortage of attendance.

7. Students coming out in the middle of a class or entering late into a class will be seriously viewed and attendance will not be given for that hour.

8. The monthly attendance of each student, along with the unit test marks,

will be displayed on the notice board in the first week of every month. Also a copy of that will be sent to the parents at the address registered with the college. Postage costs will be borne by the student.

9. Students will not be given lab attendance unless they submit practical records of the previous lab sessions.

10. In case of ill-health, a student has to submit a proof of evidence for absence and the leave application to the Principal/Head of the department, immediately on rejoining the college. Late submission of leave application will not be accepted for consideration at the time of condonation of shortfall of attendance.

4) RAGGING

Ragging is a cognizable and punishable offence. Any student found indulging in ragging will be dealt with severely as per the existing orders. It is

to be noted that ragging in professional colleges has been banned within or outside the college by the Government of AP, vide Act 26 1997. An extract of the Anti ragging act is given below. Ragging includes words either spoken or written, signs, sounds, gestures and visible representation meant to harass and

torture. Ragging is an act which causes or is likely to cause

insult/annoyance or fear/apprehension/threat intimidation/outrage of modesty/injury to a student. The full text of Act 26 is placed in the college library

5) PUNCTUALITY

1. All students shall strictly observe the college timings. If any student comes late to college, he/she will not be allowed to the class and attendance will not be marked for that hour.

2. If anyone is found to be regularly late, administrative action shall be initiated, including suspension from classes.

3. All the students should strictly adhere to the deadlines specified for the submission of assignments, laboratory reports, seminar and project reports, failing which students will incur academic punishment(s).

MBA (Day) Structure and Syllabus As per CBCS Guidelines Effective From 2016

Year-I Semester – I

Course Code	Courses Title	Nature	Credits	HPW	Max Marks (CIE+SEE) 100
MB 101	Management & Organizational Behaviour	Core	5	5	20+80
MB 102	Accounting for Management	Core	5	5	20+80
MB 103	Marketing Management	Core	5	5	20+80
MB 104	<u>Open Elective-I</u> 1. Business Law & Ethics 2. Fundamentals of Technology Management 3. Managerial Economics	Open Elective	4	4	20+80
MB 105	<u>Open Elective-II</u> 1. IT Applications for Management 2. Business Communication 3. Customer Relationship Management	Open Elective	4	4	20+80
MB 106	Computer Practical	Practical	1	2	25
Total credits at the end of 1 st Semester			24	25	525



AURORA'S POST GRADUATE COLLEGE
MOOSARAMBAGH
(Affiliated to Osmania University)

MBA I SEMESTER HAND BOOK 2018 (SESSION PLAN AND ITL)

CONTENTS:

- 1. PROGRAM OUTCOME**
- 2. MB 101-MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**
- 3. MB 102- ACCOUNTING FOR MANAGEMENT**
- 4. MB 103- MARKETING MANAGEMENT**
- 5. MB 104 – MANAGERIAL ECONOMICS**
- 6. MB 105 – IT APPLICATIONS FOR MANAGEMENT**
- 7. MB 106 – IT LAB**
- 8. COMMUNICATION SKILLS(ORAL)**
- 9. COMMUNICATION SKILLS(WRITTEN)**

PROGRAM OUTCOME:-

PO1. Team work An ability to function effectively on multi-disciplinary teams. An ability to analyze a problem identifies, formulate and use the appropriate managerial skills for obtaining its solution. Recognize and address ethical issues and values and apply them in organizational settings.

PO2. Professional integrity. An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities

PO3. Speaking / Writing skills An ability to communicate effectively, both in writing and orally.

PO4. Social awareness A Knowledge of contemporary issues

PO5. Practical managerial analysis skills. An ability to use current techniques, skills, and tools necessary for managerial practice

PO6. Continuing education awareness .An integrated knowledge of and demonstrated ability to perform as management professionals, and will be prepared for continued learning throughout their career. Recognition of the need for, and an ability to engage in continuing professional development and life-long learning

PO7. Successful career and immediate employment. An ability to recognize the importance of professional development by pursuing postgraduate studies or face competitive examinations that offer challenging and rewarding careers in management

PO8. Reaching out to societal causes. An ability to address social causes and serving the society around by giving to the needy and engaging themselves to be good citizen.

SUBJECT :(MB 101) MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

CONTENTS:

1. SYLLABUS

2. SUGGESTED BOOKS

- **TEXT BOOKS**
- **REFERENCE BOOKS**

3. WEBSITES

4. JOURNALS

- **INTERNATIONAL**
- **NATIONAL**

5. COURSE OUTCOME

6. SESSION PLAN

7. QUESTION BANK

8. CASE STUDIES

OBJECTIVE AND RELEVANCE

Students pursue management education to become managers one day. Hence they have to be educated and trained to face the ever changing environment to bring about changes that are necessary for the survival of the organization they are going to enter; to take responsible decisions in society and over and above all to operate efficiently and effectively.

Management and Organizational Behavior teach a student to understand the behavior of people at work and to use the knowledge while managing them for the achievement of individual, organizational and societal objectives.

SCOPE

Management and Organization Behavior cover concepts of Management and important areas of employee behavior that have an impact on organizational effectiveness. The topics that are covered are the evolution and development of management concept and organizational architecture. Behavioral aspects of individual's theories on personality, perception, motivation, communication managing conflicts and the importance of decision making. The structure of organization, its culture and climate, organizational effectiveness, how to manage stress and what is corporate social responsibility are covered in the fourth unit. The last unit deals with entraining performance of employee capability management.

PREREQUISITES

Basic competency and knowledge about organizations and their functions An understanding of business environment. Insight into behavioral concepts. Ability to apply all the above in case studies and live situations.

SYLLABUS- O.U.

UNIT-I

The students should be able to explain meaning & role of managers. They should be able to describe and compare historical & contemporary management practices.

Management Process and Functions, Scientific and Modern Management, 3D Model of Managerial Behavior, Line and Staff – The Peter's Principle of Managerial Behavior – MBO – MBWA – Parkinson's Law – Main Approaches to Organization Structure--Management – Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments – Human Engineering.

UNIT – II

The students should be able to describe meaning of Decision Making and Negotiations. They should be able to understand Planning, Authority, Responsibility and Centralization.

Decision Making and Negotiations: Approaches to Decision making – Rational, Behavioral, Practical, and Personal Approaches – Open and Closed Models of Decision Making, Types and steps in planning, Authority, Responsibility, Centralization, Decentralization and Recentralization, Bureaucracy.

UNIT – III

The students should be able to differentiate between the different types of Personality Traits. They should be able to understand the concept of motivation and perception.

Psychological contract – Personality Traits, Big 5 personality traits, MBTI inventory, the Process of Perception – Perceptual distortions and errors, Kelly's Personal Construct Theory, Motivation – Content Theories: Process Theories:- Vroom, Porter and Lawler, Equity Theory – Goal Theory – Attribution Theory.

UNIT – IV

The students should be able to understand O.B, models of O.B, Leadership styles, groups, group dynamics and the nature of conflict.

Models of OB – Autocratic, Custodial, Supportive, Collegial and System Models, Transactional Analysis, Johari Window. Group Dynamics: Typology of Groups – Conflicts in groups – The nature of conflict – Reactions to conflict – A model of conflict. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path-Goal Theory, Vroom's Decision Tree Approach to Leadership – Hersey and Blanchard Model.

UNIT – V

The students should be able to describe the importance of effective communication in the organization. They should be able to describe management of change and organizational culture and climate.

Organization Design, Organization Culture and Organization Climate. Stress Management and Counseling, Management of Change and Organization Development. Communication – Emerging aspects of OB.

SUGGESTED TEXT BOOKS

T1. Laurie Mullins, Management and Organisation Behavior, Pearson Education, 2005

Laurie J. Mullins specialized in managerial and organizational behavior and managing people at work and was subject leader for the behavioral and human resources management group. He had previous experience of business, local government and university administration and human resources management. The book titled "Management and organizational behavior" authored by Mullins provides real world examples to ensure that students identify and engage with managerial challenges.

This book covers 70% of unit 1, 50% of unit 2, 50% of unit 3, 60% of unit 4 and 70% of unit 5.

T2. Stephen Robbins & Timothy Judge, Organizational Behaviour, Pentice Hall of India, 2007

Stephen Robbins in his research focused on conflict, power and politics in organizations, behavioral decision making and the development of effective interpersonal skills. His books have been translated into 16 languages. Timothy A. Judge held research studies in the following areas - 1. Personality, models and emotions. 2. Job attitudes 3. Leadership and influence behaviors 4. Careers. He received many awards for his contributions in the field of management.

The book, "Organizational Behavior" by Stephen P. Robbins and Timothy A. Judge covers 10% of unit 1, 20% of unit 2, 15% of unit 3, 40% of unit 4 & 30% of unit 5

T3. K. Aswathappa, "Organizational Behavior", Himalaya Publishing House.

Organizational Behavior is a fascination subject. The more one reads about it, the more one gets absorbed. Organization behaviour is divided into four parts. It introduces the subject, covers discussion on individual behavior, focuses on interpersonal & individual behaviour and concludes with discussions on organization. The arrangement of chapter is logical. Figures have been used extensively to reduce monotony of reading, in preparation of the text. Author has consulted several sources and has taken the help of Prof. O.R KrishnaSwami, former Dean, Dept of Commerce and Management, Bangalore University.

This book covers 50% of unit-I, 70% of unit-II, 30% of the unit-III, 90% of unit-IV and 20% of unit-V.

T4. VSP Rao & Hari Krishna, "Management", Excel, New Delhi 2009.

Management Text and Cases is designed to provide a comprehensive introduction to the study of management. It is comprehensive in as much as it surveys a wide range of topics relevant to effective management of organization. The subject matter is printed in a lucid and simple style. The text offers a rich fund of contemporary knowledge, time tested principles. Basic concepts, evolving theories. Emerging ideas, latest techniques over changing procedures and practices in the field of management in a lucid manner. The topics have been presented in a simple concise and interesting manner and are research based, have incidents, cases and skill building exercises.

The book covers three topics of unit1, one topic of unit 2, three topics of unit 3, four topics of unit 4 and three topics of unit 5. (30%-Unit 1, 10%-Unit 2, 30%-Unit 3, 40%-Unit 4, 30%-Unit 5)

T5. Stephen Robbins & Mary Coulter, Principle of Management Pearson Education, 2006

Stephen Robbins in his research focused on conflict, power and politics in organizations, behavioral decision making and the development of effective interpersonal skills. His books have been translated

into 16 languages. Mary Coulter's research interests have focused on competitive strategies for non-profit organizations and the use of new media in educational process.

The book "Management" by Stephen Robbins and Mary Coulter covers 20% of unit 1, 10% of unit 2, 20% of unit 3, 40% of unit 4 & 10% of unit 5.

T6: Schermerhorn. Hunt Osborn, Organisation Behavior, seventh edition.

Dr. John R. Schermerhorn is the Charles G. O'Brien Professor of Management in the college of Business administration at Ohio University. He is the author of 50 Journal articles, book chapter and proceeding. Dr. James G Hunt is the Paul Whitfield Horn Professor of Management, Professor of Health Organization Management, Director- Institute for Leadership Research, and former department chair of Management, Texas Tech University and has received different distinguished service Awards from various institutes. Dr. Richard N. Osborn is Professor of Management and Organizational Sciences in the school of Business administration. He also has received teaching Award at Southern Illinois University at Carbondale and Wayne State University. Organizational Behavior, Seventh edition brings to its readers the solid and complete content core of prior editions. The book covers the discipline in an orderly progression but allows for parts or chapters to be used out of sequence at the instructor's prerogative. This book covers 3 chapters in unit 1, 2, 3 & 4 and 4 chapters in unit 5 (30% -Unit 1,2,3,4 40%-Unit 5)

T7. Henry Wehrich and Harold Koontz, Principles and Practice of Management: A Global Perspective, Tata Mc Graw Hill, 2004

Henry Wehrich received his doctorate from the University of California in Los Angeles and an honorary doctorate from San Martin de Porres University of Lima, Peru. He published more than 60 books and active in Management Consulting. Harold Koonz was active as a Business and Government executive, University Professor, Company Board Chairman and Director, Management Consultant, Lecturer to the top Management of Organizations worldwide and an author.

The book "Essentials of Management: An international perspective" authored by Wehrich and Koonz provides international view of managing. It benefits students, aspiring managers as well as professionals to understand the organization and challenges facing it.

This book covers 10% of Unit 1, 20% of Unit 3, 40% of Unit 4 and 10% of Unit 5.

WEBSITES

1. <http://www.hbs.com/home/>:
2. www.allbusiness.com
3. www.wiley.com

4. www.wiziq.com
5. www.hrfolks.com

EXPERTS DETAILS

INTERNATIONAL

1. Prof.JoanF.Brett

Associate Professor in Management. W.P.Carey School of Business Arizona State University Tempe, AZ 85287-4006 Email: briankboyd@asu.edu

Prof. Brett has areas of Interest in individual differences; motivated work behaviour. She is also associated with consultation and publication

2. Prof.Rex C. Mitchell, Organizational Behavior

California State University, California Email: rex.mitchell@csun.edu

Prof Mitchell has 40 years of Consulting experience with projects on Strategic Management & Planning, Organizational Development and Performance Improvement.

3. Prof. Ann L. McGill

Sears Roebuck Professor of General Management and Behavioral Sciences
Chicago Graduate School of Business, Chicago

Email: ann.mcgill@chicagogsb.edu

Prof Ann is the sears Roebuck Professor of General Management. She has a rich experience in the areas of Behavioral science and published several articles in international journals and authored a number of books of international repute

NATIONAL

1. Prof. Abhijit Gangopadhyay MA., PGDM., Ph.D. Organizational Behavior

XLRI, Jamshedpur Email: abhijitg@xlri.ac.in

Prof Abhijit Gangopadhyay belongs to XLRI, Jamshedpur. He was involved in several research and training assignments in the fields of Organizational Behaviour, Organizational Development and Delivery Management

2. Prof. Premilla D'Cruz Ph.D. IIM Ahmedabad Email: pdacruz@iimahd.ernet.in

Prof Premilla is a member faculty in IIM Ahmedabad. Her areas of research are emotions at the work place, identity and self and organizational control.

3. Prof. Leena Chatterjee MA, Ph.D. IIM, Joka, Diamond Harbor Road, Alipore (PO), Kolkata
Email: lc@iimcal.ac.in

Prof Leena is a member faculty at IIM Kolkata. Her consulting interests include Development of Contemporary Framework and Assessment and Development of team members at IIM

4. Prof. UnniKrishnan Nair MA, Ph.D Organizational Behavior and HRM IIM, Kozhikode Areas of interest for Prof Unnikrishan are Organizational learning, Managerial Decision Making in Structure Institutions, Change Management and Post Modern Trend In Management. Journals of repute.

JOURNALS:

INTERNATIONAL

1. Sloan Management Journal Publisher: MIT Sloan School of Management, Cambridge, USA.
2. Harvard Business Review Publisher: Harvard Business Publishing, Boston, USA.
3. Executive Excellence Publisher: Executive Excellence Publishing, Provo, USA.
4. Fortune Journal of International Management. Publisher: Fortune Institute of International Business, New Delhi.
5. Academy of Management Review Publisher: Academy of Management, New York, USA.

NATIONAL

1. Journal of Management Research (Publisher: South Asia Publication, New Delhi.)
2. Osmania Journal of Management (Publisher: Osmania Department of Business Management, Hyderabad.)
3. The Journal of IPE (Publisher: Institute of Public Enterprises, Hyderabad).
4. Global Vistas (Publisher: GITAM Institute of Foreign Trade, Visakhapatnam.)
5. Vikalpa Publisher: Indian Institute of Management, Ahmedabad.

COURSE OUTCOME:-

- CO1. Analyze individual and group behaviour, and understand the implications of organizational behaviour on

the process of management.

CO2. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.

CO3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.

CO4. Assess the basic design elements of organizational structure and evaluate their impact on employees.

CO5. Defines the organizational change and culture affect working relationships within organizations.

SESSION PLAN

S.no	Lecture No.	Topics in OU syllabus	Modules	Contents	Suggested Books	Page numbers	POs and COs
Unit-1: Management Process and Functions							
1	L1	Management Process and Functions	M1	Scientific and Modern Management	T8-Ch3 T5-Ch5	69-73 120-121	CO1 PO1
	L2	Management Process and Functions	M2	3D Model of Managerial Behavior	T8-Ch7	261	CO2 PO1,2
	L3	Management Process and Functions	M3	MBO – MBWA – Line and Staff – The Peter’s Principle – Parkinson’s Law	T8-Ch7 T8-Ch6 T8-Ch2 T5-Ch8	249 615 41 193-194	CO2 PO1.2
	A1	Activity Seminar	Main Approaches to Organization Structure-Management		http://www.authorstream.com/Presentation/gcmoh-anta29-3023709-main-approaches-organisation-structure-management/		
	L4	Main Approaches to Organization Structure-Management	M4	Classical, Human Relations,	T8-Ch3 T8-Ch3	67-69 80-81	CO1 PO1
	L5	Main Approaches to Organisation Structure-Management	M5	Systems and Contingency Approaches	T8-Ch3 T5-Ch1	82-84 17-20	CO1 PO1,2

	A2	Activity Group Discussion	Should we change the present system of education in our country?		http://www.careerride.com/view.aspx?id=1102		
	L6,L7	Main Approaches to Organisation Structure-Management	M6	Hawthorne's Experiments	T5-Ch1 T7-Ch2	8-9 39-42	CO1 PO1,2
	L8	Main Approaches to Organisation Structure-Management	M7	Human Engineering.	www.apa.org/action/science/human-factors/index.aspx/		CO1 PO1,2
	A3	Activity Case Study	Phoenix Youth Programs		http://hrcouncil.ca/hr-toolkit/case-studies		
Unit- 2 Decision Making and Negotiations							
2.	L9	Decision Making and Negotiations	M1	Approaches to Decision making	T4-Ch5 T8-Ch3	184-186 84-85	CO2 PO3,4
	L10	Approaches to Decision making	M2	Rational, Behavioral,	T5-Ch15	399-403	CO1,2 PO3
	L11	Approaches to Decision making	M3	Practical, and Personal Approaches	T5-Ch15 T5-Ch15	402-405 405-408	CO1,2 PO3,8
	L12	Approaches to Decision making	M4	Open Models of Decision Making,	T5-Ch15	473-475	CO1,2 PO3,8
	L13	Approaches to Decision making	M5	Closed Models of Decision Making	T8-Ch3	85-95	CO2 PO3,8
	A4	Activity Seminar	Approaches to Decision making		http://www.its.leeds.ac.uk/projects/konsult/public/level1/sec04/		
	L14	Approaches to Decision making	M6	Types and steps in planning	T4-Ch4	5-10	CO2 PO3,8
	A5	Activity Group Discussion	Changing Management Practices in Contemporary Organisations		www.brighthubpm.com/change-management/55056-examples-of-change-management-plans-that-worked		
	L15	Authority and Responsibility	M7	Authority, Responsibility	T5-Ch16	448	CO2 PO3,8
	L16	Structure and Operations	M8	Centralisation, Decentralisation	T7-Ch20	556	CO2 PO3,8

	L17	Structure and Operations	M9	Recentralisation	https://core.ac.uk/download/pdf/6534265-pdf		
	A6	Activity Case study	Effective Management-A Study on Narayana Hrudayalaya		www.knowledge.wharton.upenn.edu/.../narayana-hrudayalaya-a-model-for-accessible-affor		
	L18	Classic view of Structure	M10	Bureaucracy.	T8-Ch3	74-77	CO2 PO3,8
Unit- 3 Psychological Contracts							
3	L19	Psychological contract	M1	Personality Traits	T7-Ch7 T7-Ch7	121-125 145-149	CO3,4 PO2,4
	L20	Psychological contract	M2	Big 5 personality traits	T7-Ch7	142-145	CO3,4 PO2,4
	A7	Activity Role Play	Decision making		http://www.negotiatorpro.com/mngmtrole.html		
	L21	Psychological contract	M3	MBTI inventory,	T7-Ch7	143-144	CO3,4 PO2,4
	A8	Activity Group discussion	Functional Vs Product Organizational Structures		www.businessdictionary.com/article/557/which-organizational-structure-is-right-for-your-business/		
	L22	The Process of Perception	M4	Perceptual distortions and errors,	T7-Ch8 T5-Ch4	159-180 100-102	CO3,4 PO2,4
	L23	the Process of Perception	M5	Kelly's personal construct Theory,			CO3,4 PO2,4
	A8	Activity Case study	Gulf States- Effective Communication		www.gscsda.org/article/37/ministries/communication		
	A9	Activity Seminar	The Process of Perception		https://www.slideshare.net/PreethamPreetu/perception		
	L24	Motivation – Content Theories	M6	Maslow, Alderfer	T8-Ch4	478-484	CO3,4 PO2,4
	L25	Motivation – Content Theories	M7	Herzberg Theory	T8-Ch4	485	CO3,4 PO2,4
	L25	Motivation – Content Theories	M8	McClelland Theory	T8-Ch4	487	CO3,4 PO2,4
	L26	Process Theories	M9	Vroom, Porter and Lawler	T8-Ch4	490-494	CO3,4 PO2,4
	A10	Activity Debate	Bureaucracy VS Democracy		www.firstpost.com/politics/in-democracy-bureaucracy-and-political-intervention-go-hand-in-hand-pm-modi-2206018.html		
	L27	Process Theories	M10	Equity Theory	T8-Ch4	496	CO3,4 PO2,4,7
	L28	Process	M10	Goal Theory –	T8-Ch4	498-499	CO3,4

		Theories		Attribution Theory			PO2,4
Unit-4 Organizational Behaviour							
4	L29	Models of OB	M1	Autocratic, Custodial, Supportive	T7-Ch1 T4-Ch2	22-23 68-70	CO3,4 PO2,4
	L30	Models of OB	M2	Collegial and System Models,	T7-Ch1	104-105	CO3,4 PO2,4
	L31		M3	Transactional Analysis	T8-Ch11	448-450	CO3,4 PO2,4
	L32		M4	Johari Window	T8-Ch14	574-575	CO3,4 PO2,4
	A11	Activity Seminar	Group Dynamics		http://www.yourarticlelibrary.com/management/group-dynamics-its-characteristics-stages-types-and-other-details-management/536		
	L33	Group Dynamics	M5	Typology of Groups	T4-Ch9	334-353	CO3,4 PO2,4
	A12	Activity Group Discussion	Business and Ethics do not go together		www.Ideas makemarket.com		
	L34	Group Dynamics	M6	Conflicts in groups The nature of conflict	T4-Ch15 T7-Ch17	556-560 427-430	CO3,4 PO2,4
	L35	Group Dynamics	M7	Reactions to conflict A model of conflict.	T7-Ch15 T7-Ch17 T4-Ch9	560-566 422-423 334-353	CO3,4 PO2,4
	A13	Activity Case Study	Prejudices in the Work Places- Real or Perceived		www.managementgeneral.blogspot.com/.../solved-case-study-prejudices		
	L36	Approaches to Leadership	M8	Trait Theories	T4-Ch12 T8-Ch18	440-442 467-468	CO3,4 PO 1,2,4
	L37	Approaches to Leadership	M9	Behavioural Theories	T8-Ch18 T4-Ch12	469-484 443-446	CO3,4 PO 1,2,4
	A14	Activity Role Play	Change management		www.forbes.com/sites/stevedenning/.../how-do-you-change-an-organizational-culture/		
	L38	Leadership Theories	M10	Managerial Grid	T4-Ch12 T7-Ch22	445 623-624	CO3,4 PO 1,2,4
	L39	Leadership Theories	M11	Path-Goal Theory	T8-Ch3 T4-Ch12 T7-Ch18	299 454 477-478	CO3,4,7 PO 2,4
	A15	Activity Debate	Theory X vs Theory Y People		www.inplantgraphics.com		

	L40	Leadership Theories	M12	Vroom's Decision Tree Approach to Leadership	T8-Ch4	490-491	CO3,4,7 PO 3,4
	L41	Leadership Theories	M13	Hersey and Blanchard Model	T4-Ch12	451-452	CO3,4,7 PO 3,4
Unit-5 Organization Design							
5	L42	Organisation Design	M1	Design and structure of organization	T7-Ch20	531-548	CO3,4,7 PO 2, 3,4
	L43	Organisation Design	M2	organization culture	T7-Ch21	566-573	CO 4,5 PO 2, 3,4
	A16	Activity Seminar	Organization Design		https://www.strategy-business.com/article/00318?gko=c7329		
	L44	Organisation Design	M3	organization climate	T5-Ch18 T8-Ch22	500-502 889-903	CO 4,5 PO 2, 3,4
	A17	Activity Case Study	The TOP program at Philips		www.casestudyinc.com		
	L45	Stress Management	M4	Stress Management and Counseling	T7-Ch13 T8-Ch18	321-335 710-713	CO 4,5 PO 2, 3,4
	A18	Activity Group Discussion	Clean India - Attitude change is more important than the movement		www.cleanindia.org		
	L46	Change management	M5	Management of change	T7-Ch22 T8-Ch22	597-607 909-916	CO 4,5 PO 2, 3,4
	L47	Organization development		organization development	T7-Ch22 T8-Ch22	616-630 888-891	CO 4,6 PO 2, 3,4
	L48	Current trends in OB		Communication – Emerging aspects of OB.	T7-Ch19 T7-Ch3	497-515 51-82	CO 4,5 PO 2, 3,4
	A19	Quiz		Covering full syllabus			

QUESTION BANK

UNIT- I

SHORT QUESTIONS:

1. Managerial Roles (May 2011)
2. Scientific Management (Feb 2011)
3. Contingency Approach (Feb 2011)

- | | |
|-------------------------------------|----------------|
| 4. Organizational Behaviour | (Feb 2011) |
| 5. Human Relations | (July 2010) |
| 6. Management process | (July 2009) |
| 7. Controlling | (Feb 2013) |
| 8. Organization vs. Firm | (Feb 2013) |
| 9. Hawthorne Experiment | (May 2014) |
| 10. Nature of business organization | (May 2014) |
| 11. Role of the manager | (Jan 2014) |
| 12. Scientific management | (Jan 2014) |
| 13. Functions of manager | (Jan/Feb 2015) |
| 14. Importance of management | (Jan/Feb2015) |
| 15. Functional managers | (May/Ju2016) |
| 16. Define Management | (May/Jun2016) |
| 17. Define Management | (May/Jun2017) |
| 18. Emotional Barrier | |
| 19. Management By Output | (May/Jun2017) |
| 20. Human Engineering | (May/Jun2017) |
| 21 Human Engineering | (May/June2018) |
| 22. MBWA | (Jan/Feb2018) |
| 23. Open Model of decision making | (Jan/Feb2018) |

ESSAY QUESTIONS:

- | | |
|---|-------------|
| 1. Define Management and explain its functions and nature and scope | (May 2011) |
| 2. Describe the models of Organizational Behaviour. | (May 2011) |
| 3. Examine the systems and contingency approach to management | (Feb 2011) |
| 4. Discuss the roots of contemporary management practices. | (Feb 2011) |
| 5. What disciplines contributed to the development of O.B? Explain. | (Feb 2011) |
| 6. Define the concept 'Management'. Highlight the changing role of management in the contemporary organizational context. | (Feb2010) |
| 7. How does organization and management related to each other? Bring out the relevance of System's theory and Contingency theory. | (Feb2010) |
| 8. What do you understand by Management? Discuss the process and functions of management in brief. | (July 2010) |
| 9. Define "Organization Behaviour" with special reference to its different models.(July 2010) | |
| 10. Define Organization Behaviour? Explain any two models of OB in detail. | (July 2013) |

11. The significant contribution of F.W.Taylor for Management. (June 2013)
12. Why Management is called as a Process? Explain the process of Management in detail? (Jan 2014)
13. Define Management and explain its nature and scope? (Jan/Feb 2015)
14. Write about various schools of management thought to the contemporary business? (May 2014)
15. Discuss the contribution of Henry Fayol to the field of management? (May 2014)
16. Describe briefly the historical roots of Contemporary Management Practices.? (Jan 2014)
17. Write a note on Contemporary Management Practices (May/June2016)
18. Explain about various functions of managers (May/Jun2016)
19. Discuss the process of Management. (May/Jun2017)
20. Discuss the process of Management. (May/June2017)
21. What do you understand by the concept of management? Explain about various functions of management. (Feb 2017)
22. Discuss the contribution of Hawthorne's experiment to organization behaviour.(Feb 2017)
23. What is Management? Explain the functions of Management. (May/Jun2018)
24. Define the term Organizational Behaviour (OB) and discuss various levels of OB and its importance. . (May/Jun2018)
25. What is Scientific Management? Discuss the principles of Scientific Management. (Jan/Feb2018)
26. Explain 3D model of Managerial Behaviour. (Jan/Feb2018)

UNIT- II

SHORT QUESTIONS:

1. Personality Traits (July 2010)
2. Personality vs Attitude (Feb 2013)
2. Define personality (Jan 2014)
3. Characteristics of the perceiver (Jan 2014)
4. Nature of perception (May 2014)
5. Limitations of planning (May 2014)
6. Types of organizations (Jan/Feb2015)
7. Individual behavior Vs Organizational behavior (Jan/Feb2015)
8. Perception (May/Jun2016)
9. Strategic Planning (May/Jun2017)
10. Open Model of Decision Making (May/Jun2017)
11. Open Model of decision making (May/Jun2018)

12. Personality Trait (May/Jun2018)
13. Authority and Responsibility (Jan/Feb2018)
14. Perception (Jan/Feb2018)

ESSAY QUESTIONS:

1. Describe the process of perception. (May 2011)
2. What factors influence perception? How to enhance perceptual accuracy? Explain. (Feb2011)
3. Define Personality. What are the determinants of personality? Enumerate the personality traits that manager require in modern organizations. (Feb 2010/Feb 2015)
4. Define Perception. Highlight its importance as an individual process in organizations. What strategies do you suggest to correct perceptual distortions? Explain with relevant examples. (Feb 2010)
5. What is meant by Perception? Evaluate the process involved in perception with special reference to perceptual distortions and errors. (July 2010/Feb 2015)
6. Explain the process of perception. Highlight the organizational strategies that are deployed to correct perceptual distortions and errors. (July 2009)
7. Define organizational behavior. Explain the nature and levels of OB? (Jan 2014)
8. Analyze the organizationally relevant personality traits? (Jan 2014)
9. What are the processes available for an individual to learn organizational behavior? Explain the merits and demerits associated with each process? (May 2014)
10. Examine the pros and cons of the Big 5 model of personality with successful managers of Indian Business as examples?
11. Explain about big 5 model of personality (Feb 2013)
12. Explain the nature and characteristics of perceiver through formal and informal communication (Feb 2013)
13. Discuss about desirable personality traits of the managers as are related to any organization's success. (May/Jun2016)
14. Give an overview on perceptual problems (May/Jun 2016)
15. Explain the determinants of personality. (May/Jun 2017)
16. Discuss the factors that influence perception of an individual (May/Jun 2017)
17. Describe Decision Tree Method in Decision Making. (Feb 2017)
18. What is decentralization? Distinguish between centralization and decentralization? (Feb 2017)
19. What is planning? Explain the steps in Planning (May/June2018)
20. Distinguish between Authority and Responsibility. (May/June2018)
21. Explain the process of Decision Making. (Jan/Feb2018)

22. Distinguish between Centralization and Decentralization

(Jan/Feb2018)

UNIT- III

SHORT QUESTIONS:

1. Organizational Design (May 2011, Feb 2013)
2. Organizational Culture (Feb 2011, May/ Jun 2016)
3. Moral values (Feb 2013)
4. Japanese Management (Feb 2013)
5. Line and staff relationship (Feb 2010) (Jan 2014)
6. Differences between Line and Staff (July 2009)
7. Operational Planning Vs Strategic Planning (Jan/ Feb 2015)
8. Sustenance of organizational culture (Jan/ Feb 2015)
9. Organizational structure. State the factors that influence OC (Jan 2014)
10. Approaches to planning (May 2014)
11. Limitations of planning (May 2014)
12. Need for Decentralization (May/ Jun 2016)
13. Element of Planning (May/ Jun 2016)
14. Nature of Perception (May/ Jun 2017)
15. Ethical Behaviour (May/ Jun 2017)
16. Signal Detection Theory (Feb 2017)
17. Motivational Force Formula (Feb 2017)
18. Organization Design (May/ Jun 2018)
19. Organization culture (Jan/ Feb 2018)

ESSAY QUESTIONS:

1. What is organization structure? Describe the types of organization structure and their merits. (May 2011)
2. What is organization culture? Explain the various ways in which the organization culture is promoted.
(May 2011)(Feb 2015)
3. What is organization culture? How do you create and sustain good culture in organization.(Feb 2011)
4. What are the functions and dysfunctions of organizational culture? Explain. (Feb 2011)
5. Define “Organization Culture”, with reference to its important dimensions (July 2010).
6. Critically examine the traditional and contemporary organizational designs (Feb 2013)
7. Are ethics to be realized or to be practiced in organizations? (Feb 2013)
8. Describe the process of planning and explain the different approaches of planning?

9. Explain the various types of plans, in brief? (Jan2014)
10. Distinguish between traditional and contemporary organizational structures? (Jan 2014)
11. Write about the MBO applications in the Indian organizations? (May 2014)
12. Describe various factors affecting culture of an organization (May/June 2016)
13. Explain the dimensions involved in organizational structure (May/June 2016)
14. Define planning and explain the steps involved in planning process. (May/June 2017)
15. Explain the essential features of good organization structure (May/June 2017)
16. Discuss Edward Lawler's criticism of expectancy theoretically examine Kelly's personal construct theory with its limitations. (Feb 2017)
17. Discuss Edward Lawler's criticism of expectancy theory. (Feb 2017)
18. How does Herzberg's Two factor theory help managers motivate employees (Jan/Feb 2018)
19. Discuss different process theories of Motivation. To what extent are these theories applicable in actual practice? (Jan/Feb 2018)
20. Define Motivation. Explain the Maslow's theory of Motivation. (May/June 2018)
21. Explain the Equity theory of Motivation. . (May/June 2018)

UNIT- IV

SHORT QUESTIONS:

1. Need Hierarchy (May 2011)
2. Attribution Theory (July 2009)
3. Managerial grid (May 2014)
4. Reasons of resistance to change (May 2014)
5. Vroom's expectancy theory (May 2014)
6. Benevolent Leadership (Feb 2013)
7. Span of control (Feb 2013)
8. Two factor theory of motivation (Jan/Feb 2015)
9. Types of change (Jan/Feb 2015)
10. Sources of change (May/June 2015)
11. Theory 'X' (May / June 2016)
12. Leadership Traits (May / June 2017)
13. Group Dynamics (May / June 2018)
14. Transactional Analysis (Jan/Feb 2018)

ESSAY QUESTIONS:

1. What is motivation? Analyses the relationship between motivation and organizational performance. (May 2011) (May 2014)

2. Explain the motivation theory of Maslow in comparison with that of Herzberg.(Feb 2011) (May 2014)
3. Briefly discuss the importance of motivation in organizational performance. How does Alderfer differ from Herzberg in his perspective on motivation? (Feb 2010)
4. Highlight the importance of leadership in the modern era. Discuss any two approaches with examples from the Indian context. (Feb 2010)
 - a. Is Motivation compulsory? Explain in detail about Victor Vroom's Theory of Motivation. (July 2010)
5. Explain what is meant by process theories of motivation. Is Vroom's Theory relevant today? Elucidate with examples in the modern organizational context. (July 2009)
6. Define leadership. Explain any two behavioural approaches to leadership with relevant examples. (July 2009) (Jan 2014)
7. Group decision making will give synergetic affect"- do you agree to the statement so write about the advantages of group decision making? (May 2014)
8. Discuss the detail the process of change (Jan 2014)
9. Leadership is situational. Explain (Jan/Feb 2015)
10. Define groups and discuss the factors that determine group cohesiveness? (Jan/ feb2015)
11. Explain the types of groups. Do groups create any favour to organizational productivity.(Feb2015)
- 13.What are the various challenges for an effective leader in modern business? (Feb 2013)
14. Briefly explain about early and contemporary approaches to Leadership (May/June 2016)
15. Define trait theory of leadership. Explain any two behavioral approaches to leadership with relevant examples. (May/june 2016)
- 16.What is Managerial Grid? How does a manager select his style according to this grid? . (May/june 2017)
- 17.What are the contents of Maslow's theory on motivation? (May/june 2017)
18. What is meant by Ringleman Effect? Briefly write about the reasons for arising conflicts among groups. (Feb 2017)
- 19 . Write in detail about path goal theory of leadership. (Feb 2017)
- 20.Explain the theory of Managerial Grid approach of leadership. ? (May/june 2018)
21. Explain different models of Organization Behaviour (May/june 2018)
22. What is Conflict? Discuss various modes of Management of conflict. (Jan/Feb2018)
- 23 What is Leadership? Explain the various styles of leadership. (Jan/Feb2018)

UNIT- V

SHORT QUESTIONS:

1. Conflict Process (May 2011)
2. Barriers in communication (Feb 2010, Feb 2013)
3. Intra-individual conflicts (Feb 2010)
4. Communication Process (July 2009)
5. Informal Communication (Feb 2013)
6. Types of negotiations (May 2014)
7. Advantages of persuasive communication (May 2014)
8. What do you mean by organizational politics (Jan 2014)
9. Persuasive communication (Jan 2014)
10. Sources and power (Jan/ Feb 2016)
11. Organisational politics (Jan/Feb 2016)
12. Line – staff conflict (May/Jun 2016)
13. Power vs Authority (May/Jun 2016)
14. Organisation Design (May/Jun 2017)
15. Horizontal Communication (Feb 2017)
16. Group Conflict (Feb 2017)
17. Organisational Conflict (Feb 2017)

ESSAY QUESTIONS:

1. Explain the causes of conflict and suggest measures to reduce the same. (May 2010)
2. Explain the barriers to communication and overcoming barriers to communication. (Feb 2011)
3. Explain any two strategies of conflict resolution. (Feb 2011)
4. Define “Conflict”. Discuss different approaches to the management of conflict in a large organization. (July 2010)
5. Distinguish power and authority. How does delegation help in the effective exercise of authority in an organization. (July 2009)
6. Why do conflicts take place in groups? Explain the different types of conflict that take place and the organizational strategies to counter the same with relevant example. (July 2009)
7. List out the causes of conflicts, write about the conflict resolution strategies with relevant examples (May 2014)

8. Bring out the relevance of power and politics in the field of management in the contemporary business (May 2014)
9. Describe the various conflict resolution strategies? (june 2014)
10. What do you mean by power? Explain the sources of individual, functional and divisional power? (Jan2014)
11. What are the causes of conflict? Suggest conflict resolution strategies? (Jan /Feb 2015)
12. Identify the various barriers in communication and suggest ways to overcome barriers to communication (Jan/feb 2015)
12. Why do conflicts arise in organization? What is the role of top management in the settlement of disputes? (Feb 2013)
14. Explain the need and importance of communication in crisis situations. (feb 2013)
15. What is meant by persuasive communication? Explain its features (May/June 2016)
16. Enumerate the sources of individual and functional power (May/June 2016)
17. What is Communication? Explain the barriers of Communication. (May/June 2017)
18. Explain the Pondy's Model of Organizational conflict. (May/June 2017)
19. Explain the emerging aspects of OB with latest corporate examples. (Feb 2017)
20. What do you mean by stress? Identify the reasons for stress and suggest measures to prevent or reduce stress (Feb 2017)
21. What is Organization climate? Explain emerging aspects of organizational behaviour. (May/June 2018)
22. Discuss the impact of technology on Organizational Design. (May/June 2018)
23. Define organizational culture. Explain the various ways in which organizational culture is created and sustained. (Jan/Feb2018)
24. Explain the concept 'Management of Change'. Elaborate the various causes for resistance to change. (Jan/Feb2018)

ITLP Schedule for MBA I Semester (MOB)

S. No.	Interactive Teaching Learning Session	Learning Groups
1	Group Discussion: (Management) <ol style="list-style-type: none"> 1. Management Science Theory. 2. Indian Contribution to Management Practices 3. Personality Development 4. Understanding Human Behaviour 5. Interpersonal Roles 	LG 1 & 2 LG 3 & 4 LG 5 & 6 LG 7 & 8 LG 9 & 10
2	Seminars:	

	<ol style="list-style-type: none"> 1. Principles of Management 2. Scientific Management 3. Contingency Approach 4. Hawthorne Studies 5. Modern Management 	<p>LG1</p> <p>LG2</p> <p>LG3</p> <p>LG4</p> <p>LG5</p>
3	<p>Group Discussion:</p> <ol style="list-style-type: none"> 1. What makes Managers Successful? 2. Understanding Human Behaviour 3. How to manage Ethical Dilemmas? 4. Quality of Work life 5. Concept of Attitude 	<p>LG 11 & 12</p> <p>LG 13 & 14</p> <p>LG 15 & 16</p> <p>LG 17 & 18</p> <p>LG 19 & 20</p>
4	<p>Seminars:</p> <ol style="list-style-type: none"> 1. Difficulties in Decision Making 2. Systems theory of management 3. Perception and perceptual problems 4. The Big 5 model of Personality 5. Ethics of an organization 	<p>LG6</p> <p>LG7</p> <p>LG8</p> <p>LG9</p> <p>LG10</p>
5	<p>Case study:</p> <p>1. Automotive Components Chapter:17, Organisational Behaviour by L.M.Prasad, Pg No 636</p>	<p>LG 1 to LG 10</p>
6	<p>Case study:</p> <p>2. The New Manager, Chapter 4, Organisational Behaviour by L.M.Prasad, Pg No 646</p>	<p>LG 11 to LG 20</p>
7	<p>Debate:</p> <ol style="list-style-type: none"> 1. Managers Vs Leaders 2. Is management an Art or Science? 3. Scientific management Vs Modern Management 4. Perception vs Attribution 5. Leaders are born vs Leaders are made 	<p>LG 1 - 4</p> <p>LG 5 - 8</p> <p>LG 9 - 12</p> <p>LG 13 -16</p> <p>LG 17 - 20</p>
8	<p>Seminars:</p> <ol style="list-style-type: none"> 1. Organizational culture 2. Factors influencing Motivation 3. Organizational design 4. McClelland's Theory of Motivation 5. Planning in dynamic environment 	<p>LG 11</p> <p>LG 12</p> <p>LG 13</p> <p>LG 14</p> <p>LG 15</p>
9	<p>Seminars:</p> <ol style="list-style-type: none"> 1. Skills of a Manager 2. Power Dynamics 3. Concept of motivation 4. ERG two factor theory 5. Traditional Organization structure 	<p>LG16</p> <p>LG17</p> <p>LG18</p> <p>LG19</p> <p>LG20</p>
10	<p>Debate:</p> <ol style="list-style-type: none"> 1. Autocratic Vs Democratic Leadership 2. Formal Group Vs Informal Group 	<p>LG1-4</p> <p>LG5-8</p>

	<p>3. Is MBA Degree essential for being Successful Managers?</p> <p>4. “Stress is in the eyes of beholder”. Do you agree?</p> <p>5. Power vs Authority</p>	<p>LG-9-12</p> <p>LG-13-16</p> <p>LG-17-20</p>
11	<p>Group Discussion:</p> <p>1. Who should be blamed for indiscipline in University- Students, Parents, Teachers, Politicians or Government? Discuss</p> <p>2. How to Introduce and Manage Organizational Changes?</p> <p>3. Organizational Stress Management Programmes</p> <p>4. Attitude and Behaviour</p> <p>5. Dynamics of Stress</p>	<p>LG 1 & 2</p> <p>LG 3 & 4</p> <p>LG 5 & 6</p> <p>LG 7 & 8</p> <p>LG 9 & 10</p>
12	<p>Group Discussion:</p> <p>1. Organization Design and Employee Behavior</p> <p>2. Why do Structures differ?</p> <p>3. Discuss Power and Group Dynamics</p> <p>4. Conflict and Negotiation</p> <p>5. Organizational standards</p>	<p>LG 11&12</p> <p>LG 13& 14</p> <p>LG15 & 16</p> <p>LG17 & 18</p> <p>LG19 & 20</p>
13	<p>Case study: A Trader turned Share broker , Chapter :5 ,Organizational Behaviour by L.M.Prasad Pg no 634</p>	<p>LG 1 to 10</p>
14	<p>Case study: Sheetal Textiles Limited, Chapter : 18 Organisational Behaviour by L.M.Prasad , Pg No 649</p>	<p>LG 11 to 20</p>

SUBJECT: MB 102: ACCOUNTING FOR MANAGEMENT

CONTENTS:

1. SYLLABUS

2. SUGGESTED BOOKS

- **TEXT BOOKS**
- **REFERENCE BOOKS**

3. WEBSITES

4. JOURNALS

- a. **INTERNATIONAL**
- b. **NATIONAL**

5. COURSE OUTCOME

5. SESSION PLAN

6. QUESTION BANK

7. CASE STUDIES

Unit - I:

Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system – Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) – Errors Disclosed and Not disclosed by Trial Balance – Suspense Account - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

Unit – II:

Distinction between capital and revenue expenditure; Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet(Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements; Depreciation concept, Depreciation methods – their impact on measurement of business income- external auditor's report, the report of the Board of Directors, and voluntary disclosures

Unit – III

Financial Statement analysis – Ratio analysis – Rationale and utility of ratio analysis – classification of ratios - calculation and interpretation of ratios-liquidity ratios-activity / turn over ratios – Profitability ratios – leverage and structural ratios (Including Numerical Problems)-Diagnostic and Predictive Power of ratio; common size statement analysis.

Unit – IV

Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion–Balance score card, methodology of BSC and its importance.

Unit – V:

Cost concepts – Fixed and Variable cost – Classification of Costs – preparation of cost sheet.- CVP analysis – Break-even Point - concept of contribution and PV Ratio(Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision. Nash Equilibrium in Game Theory – Prisoner's Dilemma Re visited.

Suggested Books:

T1. S.N Maheshwari, S. K Maheshwari

T2. Gupta Accounting for management – analytical prospective

T3 M. Y Khan & P. K Jain management accounting

T4 Shashi K. Gupta, R.K Sharma , management accounting

T5 Dr. Jawaharlal, “Accounting for Management”, 2010, 5th Ed. Himalaya Publishing House

T6 N. Ramachandran, Ramkumar Kakani, “Financial Accounting for Management”, 2009, 2nd Ed.

T7. Eari K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7th Ed. South western, Cengage Learning.

T8. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, “Financial Accounting, Concepts, Methods and Application”, 2009, Cengage Learning

T9. M N Arora, “cost and management accounting “-8th edition vikas publishing house pvt ltd.

Reference Books:

R1 Grewal T. S. Introduction to Accounting, 2009, S Chand Publishers

R2 Ramachandran, Ramkumar Kakani, Financial Accounting for Management, 2009, 2nded, Tata McGraw Hill Publishing , Pvt., Ltd.

R3 Shah Paresh, Basic Financial Accounting for management, 2009, 5th Ed, Oxford University Press

R4 Shashi K. Gupta & R.K. Sharma Management Accounting Principles and Practice Kalyani Publishers, 12th Revised . Ed. R5 Bhattacharyya Asish K, Financial Accounting for Business Managers, 2nd edition, PHI

R6 Ambarish Gupta, Financial Accounting for Management, 2009 An Analytical Perspective, 3rd Ed. Pearson education.

R7 Earl K. Stice and James. D. Stice, Financial Accounting – Reporting and Analysis, 2009, 7th Ed. South Western, Cengage Learning

WEBSITES:

1. www.beyondgeeypinstripes.org
2. www.accountancyexperts.info
3. www.universal-accounting-centre-com
4. www.practicalecommerce.com
5. www.pasbdc.org/events

JOURNALS

INTERNATIONAL

1. The Accounting Review
2. Journal of Accounting
3. Contemporary Accounting Research
4. Journal of Accounting & Economic
5. Auditing & Finance
6. Journal of Accounting & Research

NATIONAL

1. The Journal of Accounting & Finance
2. The Chartered Accountant
3. Journal of Applied Finance

COURSE OUTCOME

CO1.Subject will provide an insight to the concepts and principles for their routine monetary transaction.

CO2.Prepare financial statements in accordance with Generally Accepted Accounting Principles and its excel application.

CO3.Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.

CO4.Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations.

CO5.Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.

SESSION PLAN

S.No	Lecture No.	Topic in OU Syllabus	Module No.	Contents	Suggested Books	Page Numbers	Pos, Cos and PSOs
UNIT-I Introduction to Accounting							
1	L1	Introduction to Financial Accounting	M1	-Definition, Meaning and objectives, scope advantages systems of Accounting, users.	T3 T7-Ch1 T1-Ch1	2-10 1.2-1.6 1-2	CO1 PO1
	L2	Concepts of Financial Accounting	M2	Users of Accounting Information, Advantages, limitations, basic terms in accounting	T T6-Ch1 T1-Ch1	1.4-1.14 3-16	CO1 PO1
	L3	Accounting Principles	M3	Concepts Separate entity concept, Business entity concept, Going concern concept, Money measurement concept, Cost concept, Dual aspect concept, Accounting period concept, Periodicity concept, Realization concept Conventions Realization , Conservation, Full disclosure, Materiality	T3- Ch2 T7-Ch2 T1-Ch2 T6-Ch1	10-15 1.17- 1.20 17-32 1.4-1.5	CO1 PO1

	L4	Double entry system	M4	Concept of debit and credit, Classification of Accounts Personal, Nominal and Real, Rules of Double entry	T3 T7-Ch1	22-23 1.32- 1.49	CO1 PO1
	L5	Accounting Process	M5	Accounting Cycle	T3 T1- Ch3 T7- Ch3	23- 46 33- 46 1.32 - 1.40	CO2 PO1
	L6	Primary Entry	M6	Journal Entries	T3 T7- Ch3 T1- Ch4	27- 38 1.35 - 1.52 47- 65	CO1 PO1
	A1	Activity Seminar	Accounting Principles		http://businessandmanagementstudies.blogspot.in/2013/02/financial-accountingprinciples-concepts.html		
	L7	Ledger	M7	-Ledger Entries	T3 T7-Ch4 T1-Ch6	44-63 1.53- 1.70 86-100	CO1 PO1
	L8	Trial Balance and suspense account	M8	Preparation of Trial Balance, contents of Trial Balance, Errors disclosed and not disclosed by trial balance	T3 T1-Ch6	66-79 100-126	CO1 PO1
	L9	Accounting Equation	M9	Static and dynamic view of Accounting Equation	T3	86-90	CO1 PO1
	L10	Accounting Standards	M10	Rationale meaning objectives	T3 T4-Ch11	435-452 342-364	CO1 PO1
	L11	IRS-IFRS-US GAAP	M11	Growing importance in global accounting environment	T3 T4-Ch12 T5-Ch22 T2-Ch7	435-452 364-376 2.14- 2.31 768-781	CO1 PO1
	A2	Activity Seminar	IFRS GAAP		https://www.revolvy.com/topic/International%20Financial%20Reporting%20Stand		

					ards		
Unit- 2: Understanding Terminal Statements							
	L12	Preparation of Financial Statements	M1	Meaning, Nature, Objectives, Limitations of Financial Statements	T3 T7- Ch4 T1 – Ch1 T6- Ch2	82-85 1.159- 1.164 3-16 2.1-2.5	CO2 PO3
	L13	Presentation of Financial Statements	M2	Types of Financial Statements	T3 T7-Ch4 T1-Ch1 T6-Ch2	82-85 1.159- 1.164 3-16 2.1-2.5	CO2 PO3
	L14	Distinction between Capital and Revenue Expenditures	M3	Identifying Capital and Revenue items, Capital and Revenue Receipts, Capital and Revenue Expenditure, Revenue Recognition	T3 T7-Ch9	91-94 1.165- 1.173	CO2 PO3
	L15	Preparation and Presentation of trading and Profit /loss A/C	M4	Components trading and Profit /loss A/C	T3 T7- Ch10 T1- Ch9 T6- Ch2	108-157 1.174- 1.248 170-200 2.1-2.5	CO2 PO3
	L16	Preparation and Presentation of Balance Sheet	M5	Components Of Assets and Laibilities	T3 T7-Ch10 T1-Ch9	108-157 1.174- 1.248 170-200	CO2 PO3
	L17	Exercise -1	M5	Problems under final accounts	T3 T7-Ch10 T1-Ch9	108-157 1.174 1.28 170-200	CO2 PO3
	A3	Activity Seminar	Preparation and Presentation of Final Accounts		http://www.yourarticlelibrary.com/accounting/company-accounts/company-final-accounts-explained/62778/		
	L18	Provisions of Companies Act	M6	Provisions of Indian Companies Act regarding preparation and presentation of Final Accounts	T7-Ch10 T1-Ch9	1.174- 1.248 108-157 164-232	CO2 PO3
	L19	Depreciation	M7	Meaning, Definition, causes	T7-Ch13 T1-Ch10	1.288- 1.290	CO2 PO3

		Concept		and factors.	T2-Ch2	233-265 221-223	
	L20	Methods of Depreciation, their impact on measurement of business	M8	Depreciation Method -Straight line -Diminishing-Annuity -Depreciation Fund Method -Sum of years digit method -Double declining Method	T7-Ch13 T2-Ch2	1.290-1.321 161-183 224-235	CO2 PO3
	L21	Its impact on measurement of business	M9	Their impact on measurement of business	T7-Ch1 T1-Ch11 T2-Ch2	2.67-2.86 266-285 195-211 281-301	CO2 PO3
	L22	External Auditor's report	M10	The report of Board of Directors and voluntary Disclosures	T3 T2-Ch2	196-200 280-283	CO2 PO3
	A4	Activity Seminar	Impact of depreciation on measurement of business		http://smallbusiness.chron.com/impact-depreciation-expense-profitability-55349.html		
Unit- 3: Financial Statement Analysis							
3	L23	Scope and Purpose of Financial Statement Analysis	M1	Significance, Purpose, Tools of Financial Statement Analysis	T1-Ch10 T3 T6-Ch3	349-355 221-224 3.1-3.5	CO2 PO3
	L24	Ratio Analysis	M2	Introduction, Rational and Utility of Ratio Analysis	T1-Ch14 T3 T6-Ch4	360-362 269-270 4.1-4.3	CO2 PO3
	L25	Ratio Analysis	M3	Classification of Ratios.	T1-Ch4 T3 T6-Ch4	360-362 269-270 4.3-4.9	CO2 PO3
	L26	Liquidity Ratios	M4	Formulae & Problems on Liquidity Ratios	T1-Ch14 T3 T6-Ch4	362-390 270-301 4.11-4.22	CO2 PO3
	L27	Leverage / Capital	M5	Formulae & Problems on Leverage Ratios	T1-Ch14 T3 T6-Ch4	362-390 270-301 4.73-	CO2 PO3

		Structure Ratios				4.79	
	L28	Turnover/ Activity Ratios	M6	Formulae & Problems on Turnover Ratios	T1-Ch14 T3 T6-Ch4	362-390 270-301 4.51- 4.72	CO2 PO3
	L29	Profitability Ratios	M7	Dupont Analysis Chart, Problems	T1-Ch14 T3 T6-Ch4	362-390 270-301 4.51- 4.72	CO2 PO3
	A5	Activity Seminar	Classification of Ratios		http://www.myaccountingcourse.com/financial-ratios/		
	L30	Ratios as Predictors UGC NET	M8	Significance and Uses of Ratio Analysis in Forecasting	T3	298-299	CO2 PO3
	L31,32,33	Problems of Ratio's	M9	Problems on ratios	T3	273-297	CO2 PO3
	L34	Diagnostic and Predictive power of ratios	M10	Diagnostic and Predictive power of ratios	T1-Ch14 T3 T6-Ch4	364-370 272-275 4.51- 4.52	CO2 PO3
	L35	Tools of Financial Statement Analysis UGC NET	M11	Common Size Income Statement, Common Size Balance Sheet, Trend Analysis	T1-Ch14 T3 T6-Ch3	349-355 221-224 3.5-3.8	CO2 PO3
	A6	Activity Seminar	Common Size Analysis		https://finance.yahoo.com/news/common-size-analysis-financial-statements-174500926.html		
Unit-4: Cash Flow Statements							
4	L36	Cash Flow statement-AS3	M1	Introduction, significance, utility and advantages	T1-Ch13 T3 T6Ch6	315-325 396-433 6.1-6.3	CO3 PO3
	L37	Cash Flow statement-AS3	M2	Preparation & procedure Cash flow statements.	T1-Ch13 T3 T6-Ch6	315-325 396-433 6.3-6.9	CO3 PO3

	A7	Activity Seminar	Cash Flow statement		http://quickbooks.intuit.com/r/financial-management/creating-financial-statements-how-to-prepare-a-cash-flow-statement/		
	L38	Cash Flow statement-AS3	M3	Problems on Cash flow statements.	T1-Ch13 T3 T6-Ch6	315-325 396-433 6.9-6.37	CO3 PO3
	L39	Cash Flow statement-AS3	M4	Problems on Cash flow statements	T1-Ch13 T3 T6-Ch6	315-325 396-433 6.3 6.37	CO3 PO3
	L40	Cash Flow statement-AS3	M4	Problems on Cash flow statements	T1-Ch13 T3 T6-Ch6	315-325 396-433 6.3-6.37	CO3 PO3
	L41	Tax Planning	M5	Planning for Taxes Tax Avoidance Tax Evasion	T3	183-184	CO3 PO1
	L42	Balance Score Card	M6	Introduction, Meaning, Per speediness	T3 T8-Ch13	487-470 447-453	CO3 PO1
	L43	Methodology of BSC	M7	Process/Steps, Benefits and its importance.	T3 T8-Ch13	472-476 447-453	CO3 PO1
	A8	Activity Seminar	Balance Score Card		http://www.balanced-scorecard.ro/docs/Balanced_Scorecard_Executive_Brief.pdf		
Unit-5 Cost Concepts							
	L44	Cost behavior and decision-making fixed and variable costs	M1	Cost behavior and decision-making fixed and variable costs	T1 Ch: 16 T6 Ch : 9	411-421 9.19-9.28	CO3, PO3
	L45	C.V.P analysis	M2	Concept of C.V.P analysis,	T1 Ch: 23 T6 Ch : 10	630-637 10.9-10.13	CO3, PO3
	A9	Activity Seminar	CVP Analysis		http://accountingexplained.com/managerial/cvp-analysis/		
	L46	Break even analysis	M3	concept of break even analysis	T1 Ch: 23 T6 Ch : 10	638- 675 10.14-	CO3 PO3

		UGC NET				10.28	
	L47	Decision-making	M4	Uses for decision-making optimization of product mix	T1 Ch: 24 T6 Ch : 10	694 -715 10.34- 10.45	CO3 PO3
	L48	Decision-making	M5	Make or buy capacity utilization	T1 Ch: 24 T6 Ch : 10	695-696 10.46- 10.65	CO3 PO3
	L49	Decision- making	M6	Plant shutdown- key factor analysis	T1 Ch:24 T6 Ch: 10	696-698 10.66- 10.69	CO3 PO3
	A10	Activity Seminar	Nash Equilibrium		http://economics.fundamentalfinance.com/game-theory/nash-equilibrium.php		
	L50	Nash Equilibrium	M7	Nash Equilibrium in Game Theory	T10 Ch: 34	714-716	CO3 PO1
	A11	Practical Activity Quiz	M2	Questions related to Subject, General knowledge and Current affairs			

QUESTION PAPER:

UNIT- I

SHORT QUESTION:

1. Accounting concept (June 2017)
2. Suspense Account (June 2017)
3. What is Double Entry Accounting System? (Feb 2017)
4. Concept of conservation (May. 2011)
5. Accounting cycle (Feb. 2011)
6. Journal (June 2018)

ESSAY QUESTION:

1. a) Explain accounting as a business information system. (June 2017)
2. b) Anil had the following transactions. Use accounting equation to show their effect on his assets, liabilities and capital. (June 2017)
 1. Started business with cash 5,000
 2. Purchased goods on credit 400
 3. Purchased goods for cash 100
 4. Purchased furniture 50
 5. Withdraw for personal use 70
 6. Paid Rent 20
 7. Received interest 10
 8. Sold goods costing Rs.50 on credit for 70
 9. Paid to creditors 40

- 10. Paid for salaries 20
- 11. Further capital invested 1,000
- 12. Borrow from P 1,000

- 3. Explain scope and importance of Financial Accounting (June 2018)
- 4. Explain the accounting concepts and convention. (June 2018)
- 5. Define accounting and explain its nature and scope. (Feb 2017)
- 6. Prepare journal and post them into ledger. (Feb 2017)

2015	Jan 01	James started business with cash	5000
		Furniture	2000
		Machinery	3000
		Loan taken from his uncle	5000
	Jan 3	Goods purchased from Sundaram &co	1000
	Jan 4	Sold goods to Ramarao	5000
	Jan 31	Ramarao became insolvent and hence received 5% of debt from his property. Remaining amount is taken as bed debt	

- 5. Explain the following: i) Written Down Value Method (WDV) (May / June 2016)
- ii) Concepts of the P & L account
- iii) Capital versus revenue expenditure

- 6. From the following summary of balances extracted from the books of Janaki, a sole trader, prepare the final accounts for the year ended 31-12-2013 (May / June 2016)

Janaki's drawings 3000 Janaki's capital 24000
 Furniture 2600 Return from customers 2000
 Premises 20000 Discount allowed 1600
 Stock 1-1-2013 22000 Taxes and Insurance 2000
 Debtors 18000 General expenses 4000
 Purchases 110000 Income tax 1000
 Rent 1000 salaries 8000
 Commission 2200 Bank current account overdrawn 4200
 Carriage on purchases 1800 Mortgage loan at 5% 5000
 Bad debts written off 800 Sundry creditors 7000
 Reserve fund 6000 Sales 150000
 Discount on purchases 2000

- 3. Adjustments : a) Provide for interest on mortgage for six months b) Carry forward Rs.100 in respect of insurance c) On December 31, 2013 goods on hand were valued at a cost of Rs.20,000

Unit-II:

SHORT QUESTION:

- 1. Business income (June 2017)
- 2. Goodwill (June 2017)
- 3. What do you mean by revenue expenditure? (Feb 2017)

4. Capital Expenditure

(June 2018)

ESSAY QUESTION:

1. Explain the presentation of Financial Statements. (June 2017)
2. Explain the various provisions of Indian Companies Act regarding preparation and presentation of Financial Statements (June 2018)
3. From the following trial balance of a trader on 31st March 2016, prepare trading and profit and loss account for the year ended 31-3-2016 and a balance sheet as on that date : (June 2018)

Particulars	Debit (Rs.)	Particulars	Credit (Rs.)
Cash in hand	1200	Capital	60000
Purchase	100000	4% Bank loan	20000
Opening stock	35000	Bills payable	20000
Sundry debtors	50000	Sundry Creditors	24000
Plant and Machinery	60000	Sales	200000
Furniture	15000	Bad debts reserve	1200
Bills receivable	18000	Rent outstanding	1000
Rent and taxes	10000		
Wages	16000		
Wages prepaid	1000		
Salaries	20000		
	326200		326200

Additional Information :

- 1 Create reserve for doubtful debts at 5% on sundry debtors
 - 2 Write off Rs.500 as bad debts.
 - 3 Depreciate plant and machinery at 5% and on furniture at 10%.
 - 4 Provide outstanding liabilities : taxes Rs.2000 and salaries Rs.4000
 - 5 Closing stock Rs.40000
4. On 1st January, 1988, a merchant purchased some furniture costing Rs.55,000. It is estimated that its working life is 10 years at the end of which it will fetch Rs.5,000. Additions are made on 1st January, 1989 and 1st July, 1991 to the value of Rs.9,500 and Rs.8,400 (residual values Rs.500 and value of Rs.400 respectively). Show the furniture account for the first four years, if is straight line method of depreciation. (June 2017)
 5. Explain the provisions of the Indian Companies Act regarding preparation and presentation of financial statements. (Feb 2017)
 6. From the following balance's prepare Trading and Profit and Loss Account and Balance Sheet as on 31st December, 2014. (Feb 2017)

	Rs	Rs
Capital	-	10000
Machinery	3500	-
Debtors	2700	-
Drawings	900	-
Creditors	-	1400
Purchases	9500	-
Wages	5000	-

Bank	1500	-
Opening Stock(01-01-2014)	2000	-
Rent	450	-
Sales	-	14500
Sundry Expenses	200	-
Carriage	150	-
Total	25900	25900

Adjustments:

- i) Closing stock as on 31-12-2014 Rs. 3600.
 - ii) Wages outstanding Rs. 200, Sundry expenses outstanding Rs. 100.
 - iii) Rent prepaid Rs.100
7. What are difference methods of providing depreciation on fixed assets? Explain any two methods and their impact on reported business income. (July 2009)
8. From the following balance and additional information you are required to prepare final accounts of Preethi & Co for the year ending 31st March 2008 (July 2009)

	Rs		Rs
Plant & Machinery	2,50,000		
Stock on 1-4-2007	12,000	Capital	5,00,000
Furniture	18,000	Sales	3,53,000
Purchases	1,75,000	Purchases returns	5,000
Bad debts	2,000	Sundry creditors	20,000
Carriage in	3,000	Discounts	4,000
Carriage out	2,500	Bills payable	10,000
Sundry Debtors	25,000	Commission	16,000
Salaries	17,000		
Wages	4,500		
Advertising	6,000		
Sales returns	13,000		
Buildings	3,80,000		
	9,08,000		9,08,000

Additional Information:

1. Closing stock on 31-3-2008 was Rs. 38,000.
2. Salaries outstanding Rs. 3,000 and commission received in advance Rs. 2,000.
3. Provide depreciation on Plant & Machinery at 10% and on buildings at 5% p.a.

Unit-III:

SHORT QUESTION:

1. Liquidity Ratios (June 2017)
2. Cost of goods sold (June 2017)
3. Explain about liquidity ratios (Feb 2017)

ESSAY QUESTION:

1. Explain the classification of ratios. (June 2017)
2. What is meant by financial analysis and explain the need for and significance of financial statements analysis? (June 2018)
3. Mr. Krishna & Co. presents the following information for the year ended 31 December 2016. (June 2018)

Credit Sales	Rs.150000	Cash sales	Rs.250000
Returns Inwards	Rs.25000	Opening stock	Rs.28000
Closing Stock	Rs.35000		

Find out inventory turnover ratio when gross profit is 20% on sales. Also calculate inventory holding period.

4. X co. has made plans for the next year. It is estimated that the company will employ total assets of Rs.8,00,000; 50% of the assets being financed by borrowed capital at an interest cost of 8% per year. The direct costs for the year are estimated at Rs.4,80,000 and all other operating expenses are estimated at Rs.80,000. The goods will be sold to customers at 150% of the direct costs. Tax is 50%. Calculate : 1 Net profit margin 2 RoA 3 Assets turnover 4 Return on owner's Equity (June 2017)
5. What do you mean by Ratio Analysis? Explain the importance of Ratio Analysis. (Feb 2017)

6. From the data given below compute: (Feb 2017)
 - i) Working capital
 - ii) Net capital employed
 - iii) Current Ratio
 - iv) Acid test ratio
 - v) Debt-equity ratioA,C. Ltd.

Balance Sheet as at 31-12-2014

Equities	Rs.	Assets	Rs.
Equity Share Capital	25,000	Fixed Assets	30,000
Pref. Share Capital	5,000	Stores	2,000
Reserve & Surplus	4,000	Stock in trade	4,000
Debentures	8,000	S/Drs	1,000
Bank loan	4,000	Cash in hand	500
Sundry Creditors	1,000	Balance with Scheduled Bank	2,500
Proposed dividends	1,000	Preliminary expenses	8,000
Provision for taxation contingent liabilities (2,000)	2,000	Brokerage on subscription of shares	2,000
	50,000		50,000

Comment on financial health of the company.

9. With the following ratios, prepare a trading Account, profit and loss Account and Balance sheet. (Apr/may 2014)

Gross Profit Ratio 25 % Net profit / Capital 1/5

Net Profit Ratio 20% Capital to total Liabilities 1/2

Stock Turnover Ratio 10 Fixed Assets rs10,00,000

Fixed Assets / Capital 5/4 Closing stock rs.1,00,000

Fixed Assets / current Assets 5/7

10. What is financial statement analysis and explain various techniques for the analysis of such statements?(Jan 2014)

11. From the following information, prepare a summarized Balance sheet as on 31.12.2011 (jan 2017)

Networking capital Rs.1,20,000 Proprietary (fixed assets ratio) 0.75

Reserves and surplus Rs. 80,000 Current Ratio 2.5

Bank overdraft Rs. 80,000 quick Ratio 1.5

12. What are the categories under which various ratios are grouped? Explain how solvency ratio and profitability ratios are useful to different sections of the people? (Jan/Feb. 2015)

13. A firm has current assets of RS.1,50,000. it then paid a current liability of Rs.30,000. After this payment the current ratio was 2:1. Determine the size of current liabilities and working capital after and before the payment was made. (Jan/Feb. 2015)

14. Explain the rationale, uses and limitations of ratio analysis. (May / June 2012)

15. Following is the Balance sheet of A ltd as on 31 st March 2011 (May / June 2012)

Paid up capital 15,00,000 Fixed assets 16,50,000 Reserves and surplus 6,00,000 Stock in trade 9,10,000 Debentures (long term) 5,00,000 Sundry Debtors 12,40,000 Bank overdrafts 2,00,000 Short term investments 1,60,000 Sundry creditors 12,00,000 cash 40,000

Annual sales is Rs. 74, 40,000 Gross profit Rs. 7, 44,000

Bank overdraft is payable on demand.

You are required to calculate the following ratios for the year:

Debt-equity ratio

Current ratio
 Debtor's turnover ratio
 Stock turn over ratio

Unit-IV:

SHORT QUESTION:

1. Funds from business Operations (June 2017)
2. Working Capital (June 2017)
3. Tax planning (June 2018)
4. Tax evasion (June 2018)
5. What is Tax Planning? (Feb 2017)
6. Index Analysis (May 2011)
7. Concept of 'funds' (May 2011)

ESSAY QUESTION:

1. Explain the preparation of statement of changes in working capital. (June 2017)
 2. What is Cash flow statement? What are the advantages of Cash flow statement. (June 2018)
- Prepare Cash flow statement from the following : (June 2018)

Balance Sheet of Ramana Sree Ltd.

Liabilities	31-3-2015 Rs.	31-3-2016 Rs.	Assets	31-3-2015 Rs.	31-3-2016 Rs.
Share Capital	220000	220000	Land & Building	40000	37500
Share premium	30000	30000	Machinery	70000	100000
Secured loan	--	27000	Investment	90000	85000
General reserve	50000	30000	Current Assets	230000	60000
P & L A/c	32000	43000	Cash	10000	7500
Current Liabilities	98000	110000	Debtors	18300	167500
Proposed dividend	70000	40000	Bank balance	41700	42500
	500000	500000		500000	500000

Additional Information

- 1 Depreciation on building is Rs.10000
- 2 During the year machinery costing Rs.9500 (WDV Rs.1700) was sold for Rs.3500
3. Company XYZ has its brief cash account statement available for the investors. Looking at the cash account. Prepare cash flow statement. (June 2017)

Cash account of company XYZ for the year ended 31.03.2010

particulars	Amt	particulars	Amt
Balance as on 01-4-2009	200	Payment of diesel	10000
Issue of Debentures	8000	Purchase of Boiler	5000
Collection from customers	12000	Rent Paid	1900
Sale of Plant and machinery	1000	Salaries Paid	2000
		taxation	300
		Dividend	700

		Redemption of bonds	1000
		Balance as on 31-03-2009	300
total	21200	Total	21200

4. Explain the various utilities of the cash flow statement analysis (Feb 2017)
5. From the following summary cash account of Y Ltd., prepare cash flow statement for the current year ended March 31 in accordance with AS-3 using the direct method. The company does not have any cash equivalents. Summary Cash Account for the current year ended March 31.

	RS		Rs
Opening Balance	50000	Payment to suppliers	2000000
Issue of equity shares	300000	Purchase of fixed assets	200000
Receipts from customers	2800000	Overhead expenses	200000
Sale of fixed assets	100000	Wages and salaries	100000
		Taxation	250000
		Dividend	50000
		Repayment of Bank loan	300000
		Closing stock	150000
	3250000		3250000

6. From the following Balance Sheets and additional information given, prepare Cash Flow Statement for the year ended 31st December, 2009. (Feb 2011)

Balance Sheets of Sun Rise Ltd. As on 31st December

Liabilities	2008	2009	Assets	2008	2009
	Rs.	Rs		Rs.	Rs
Share Capital of Rs. 10 each	7,00,000	7,40,000	Land	2,00,000	3,00,000
Profit & Loss A/c.	1,00,800	1,05,600	Stock	4,92,000	4,27,000
	1,20,000	60,000	Goodwill	1,00,000	50,000
9% Debentures	1,03,200	1,18,400	Cash & Bank	84,000	70,000
Creditors			Temporary		
			Investments	6,000	8,000
			Debtors	1,42,000	1,69,000
	10,24,000	10,24,000		10,24,000	10,24,000

Additional Information:

- ◆ Dividends declared and paid during the year 2009 Rs. 17,500.
- ◆ During the year 2009, additional land was purchased for Rs. 1,00,000.

7. Explain the meaning, importance and objectives of funds flow statement. (May 2011)
8. From the following information prepare cash flow statement using AS – 3 Revised form (May 2011)

Liabilities	2008	2009	Assets	2008	2009
-------------	------	------	--------	------	------

Share Capital	1,00,000	1,50,000	Land & Building	1,00,000	95,000
			Plant & Machinery	80,000	90,000
General Reserve	30,000	30,000	Stocks	70,000	1,10,000
P&L A/c	20,000	22,000	Debtors	20,000	25,000
6% Debentures	80,000	80,000	Investments	----	10,000
Creditors	65,000	58,000	Cash	10,000	10,000
Provision for tax	5,000	10,000	Goodwill	20,000	10,000
	3,00,000	3,00,000		3,00,000	3,00,000

Additional information:

- ◆ During 2009, dividends of Rs. 15,000 were paid
- ◆ Depreciation written off on Plant and Machinery amounted to Rs. 6,000
- ◆ Provision for tax made during the year Rs. 5,000
- ◆ Profit on sale of machinery of classification of overheads.

Unit-V:

SHORT QUESTION:

1. GAAP (June 2017)
2. Balance score card (June 2017)
3. Make or Buy decision (June 2018)
4. Managerial uses of break-even concept (Feb 2017)
5. Balanced Score Card (Feb 2011)
6. Tax evasion Vs. Tax avoidance (May 2011)
7. Accounting standards (May 2011)

ESSAY QUESTION:

1. Explain the growing importance of global accounting environment. (June 2017)
2. What is meant by CVP analysis? Explain the managerial uses of break even concept. (June 2018)
3. There are two similar plants under the same management. The management desires to merge these two plants. The following particulars are available. (June 2018)

	Plant - I	Plant - II
Capacity operation	100%	60%
Sales	Rs.300 lakhs	Rs.120 lakhs
Variable costs	Rs.220 lakhs	Rs.90 lakhs
Fixed costs	Rs.40 lakhs	Rs.20 lakhs

You are required to calculate

- a. What capacity of the unused plant would have to be operated for the

purpose of breakeven and

b. What the profitability on working at 75% of the merged capacity would be?

4. Discuss the valuation of human resources in an organization. (June 2017)

5. Direct materials per unit Rs. 180 (Feb 2017)

Direct labour per unit Rs. 100

Variable factory overhead per unit Rs. 20

Total fixed factory overheads Rs. 15,000

Selling price per unit is Rs. 500

Variable selling expense is Rs. 20 per unit and

Fixed selling and administrative expenses are Rs. 30,000.

Required: i) Calculate the total variable cost per unit

ii) Calculate the total fixed expense for the year

iii) Calculate the margin of safety.

6. From the following particulars, calculate BEP. (Feb 2017)

Rs.

Sales : 2,00,000

Variable cost : 1,20,000

Fixed cost : 30,000 Also, calculate

a) New BEP, if selling price is reduced by 10%

b) New BEP, if variable cost is increased by 10%

c) New BEP, if fixed cost is increased by 10%.

7. What is balance score card? and briefly explain about methodology of BSC.(May 2011)

8. Briefly explain about accounting standards and its impart. (May 2011)

9. What do you understand by Balanced score card? Explain briefly the methodology of BSC. (Feb 2015)

CASE STUDIES

Sl. No.	Title of the Case	Source					
		Author	Title of the book	Publisher	Place of Publication	year	Page no./ number
1	Accounting Equation	S.N. Maheshwari	Financial Accounting	Vikas Publication	New Delhi	2007	1.30
2	Final Accounts	S.N. Maheshwari	Financial Accounting	Vikas Publication	New Delhi	2007	1.194
3	Depreciation	S.N. Maheshwari	Financial Accounting	Vikas Publication	New Delhi	2007	1.314
4	Common size statement	Dr.Prasanth Atma	Financial Accounting&An alysis	Himalaya Publications	Mumbai	2014	242

5	Ratio Analysis	Dr.Prasanth Atma	Financial Accounting&Analysis	Himalaya Publications	Mumbai	2014	295
6	Cash flow statement	Dr.Prasanth Atma	Financial Accounting&Analysis	Himalaya Publications	Mumbai	2014	422
7.	Break even point	Mykhan&Jain	Financial management	Tata Mc Graw	New Delhi	2010	7.25

SUBJECT: MB 103: MARKETING MANAGEMENT

CONTENTS:

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8. CASE STUDIES

OBJECTIVE AND RELEVANCE

Marketing is an ancient art. It has been practiced in one form or the other from ancient times. Today, it has become the most vital function in the world of business.

Marketing is all around us, and all are required to know something about it, especially students of management. Marketing is used not only by manufacturing companies, wholesale & retailers, but also by all kinds of individuals and organizations. Students also need to know marketing as consumers and marketers. When the students enter the job market, they must do “marketing research” to find the best opportunities and the best ways to “market themselves” to prospective employers. This is how the study of Marketing becomes relevant to budding managers.

SCOPE

The scope of the subject includes the study of basic concepts of Marketing Management, its micro and macro environment. It includes topics such as market segmentation and positioning strategies of the organization. It explains topics such as Marketing, Sales, the dynamics of Consumer behavior and Industrial marketing. It covers emerging trends in the field of marketing such as services marketing and online marketing.

PRE-REQUISITES

The basic understanding of the marketing activities of different organizations, awareness about the different brands available in the market and the ability to relate the dynamics of the Practical markets to theory.

SYLLABUS OF THE SUBJECT AS PER O.U.:

UNIT - I

This unit introduces to the student the basic concepts of Marketing, its meaning, Marketing process and its application in the form of 4'Ps, 7Ps etc.. It also introduces students to various marketing strategies used by organizations to stay in the market. Apart from this, it also broadly outlines company's micro and macro environment. Global marketing is also an important topic that exposes the student not only to domestic environment, but also to the international markets

Syllabus

Basics: Marketing, Market, Marketing Management. Tasks, Philosophies, Marketing Mix-Expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Global Marketing, Marketing Environment - Company's Micro and Macro Environment - Interface with other functional Areas

UNIT-II

This unit makes the students develop an insight into key marketing strategy decisions i.e. how to divide markets into meaningful customer groups (market segmentation), choose which customer groups to serve (target marketing), and create marketing offers that best serve targeted customers (positioning). It also introduces the student to relationship marketing as a strategy to build long term relationship with the customer. The importance of demand measurement and sales forecasting for the marketing organization is also made known to students.

Syllabus

Market Segmentation, Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments – Differentiation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Competitive strategies.

UNIT-III

The objective of this unit is to make the student study in detail the 4P's of Marketing ie, product, price, place and promotion. It outlines the process of New Product Development in an organization, different pricing strategies available with the organization, selection of the proper channel to reach to the customer and the various elements of promotion mix available with the organization to communicate their offer to the prospective consumer.

Syllabus

Marketing Program : Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling. Online Marketing-

UNIT - IV

OBJECTIVE

The objective of this unit is to introduce the students to the dynamics of consumer behaviour and the consumer market. Consumers around the world vary tremendously, how these diverse consumers make their choices forms part of this unit. Business markets involve more money and items than do consumer markets, therefore this unit also orients the student on the dynamics of Industrial Markets. This unit also introduces the students to emerging industry of services.

Syllabus

Consumer Markets : Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior. Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Services Markets-Characteristics, and Strategies.

UNIT - V

OBJECTIVE

Types of Marketing Organization Structures and factors affecting Marketing Organization, Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing are discussed in this unit.

Syllabus

Marketing Organization : Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Organization Annual plan Control, Efficiency Control. Profitability Control and Strategic Control. Marketing Audit.

SUGGESTED BOOKS

TEXT BOOKS

T1. Kotler Philip, Gary armstrong, Prafullay. Agnihotri, EU Haque, “Principles of Marketing”, 2010, 13th ed., Pearson Education Prentice Hall of India.

Principles of Marketing features in-depth, real-world examples and stories that show concepts in action and reveal the drama of modern marketing. In the thirteen editions, every chapter opening vignette and “Real Marketing” highlight has been updated or replaced to provide fresh an relevant insights into real marketing practices.

This Book Covers: 90% of Unit: I, 70% of Unit: II, 100% of Unit: III, 100% of Unit: IV.

T2. Dr. K. Karunakaran, “Marketing Management (Text and cases in Indian Context)”, 2012, 3rd ED., Himalaya Publishing House.

This book, Marketing Management, addresses all the marketing concepts fully. Each chapter opens with a preview case which will provide you some fundamental ideas about the practical side of the concepts discussed therein. In addition to this, many examples picked out from the current Indian marketing scenario are included in the text. The book is profusely illustrated with samples of product offers, and advertisements relevant each topic. These will help readers to understand the practical side as you learn the theory.

This Book Covers: 100% of Unit:I , 90% of Unit:II, 93.3% of Unit:III, 100% of Unit:IV, 75% of Unit:V

T3. Philip Kotler, Kevin Lane Keller, “Marketing Management”, 2007, 12th ED, Eastern Economy Edition.

Marketing Management is the leading text because its content an organization consistently reflect changes marketing theory and practice. It is dedicated to helping companies, groups, and individuals adapt their marketing strategies and management to the marketplace realities of the twenty-first century.

This Book Covers: 0% of Unit:I , 0% of Unit:II, 0% of Unit:III, 0% of Unit:IV, 87.5% of Unit:V

T4. Rajan Saxena, “Marketing Management”, 2007, Tata McGraw-Hill.

It is truly an excellent alternative to foreign text books. The book is not only comprehensive in concepts and frameworks as good or better than best selling foreign marketing management text books; it also provides numerous examples, case histories and relevance to Indian context. Indeed, it makes the reader proud of marketing initiatives, practices and successes of Indian companies both in the domestic and more recently, in the global markets.

This Book Covers: 90% of Unit:I , 70% of Unit:II, 73.3% of Unit:III, 85.7% of Unit:IV, 87.5% of Unit:V

REFERENCE BOOKS

R1. V S Ramaswamy, S. Namakumai, “Marketing management: Planning, Implementation & Control – Global Perspective Indian Context,” 3rd Edition, Macmillan Business Books.

The book offered students that would enable them study the subject in the specific setting, environment of the country maintained a total India-focus. This edition offered economic reforms, liberalization and globalization getting integrated with the global economy and Global Markets. The book is offered with an India-focus and an internal prospective. Several world majors like Matsushita, British Airways, Ford, P&G, Uniliver and Microsoft and many Indian companies like Reliance, ITC, Asian Paints, Titan and Wipro figure in the book as examples and marketing is taught through their experiences.

This Book Covers: 10% of Unit:I , 50% of Unit:II, 60% of Unit:III, 42.8% of Unit:IV, 62.5% of Unit:V

EXPERTS' DETAILS

INTERNATIONAL

1. Philip Kotler, Professor of International Marketing, Kellogg Graduate School of Management, North Western University, Chicago, www.kotlermarketing.com

He is a distinguished professor of International Marketing at Kellogg Graduate of Management, North Western University, Chicago. He has authored dozens of successful books and has written more than 100 articles. He has consulted many US and International companies.

2. Gary Armstrong, Professor of Marketing, Kenan-Flagler Business School, University of North Carolina, Chapel Hill.

He is a consultant and researcher and has worked with many companies on marketing research, sales management and marketing strategies. He has contributed numerous articles to leading business journals.

3. Ehsan Ul Haque, Associate Professor of Marketing, Dawood School of Business, Lahore University of Management Science, Pakistan.

He has been in consulting work for public and private corporate sector and international agencies like Asian Development Bank and United Nations Development program.

NATIONAL

1. Prafulla Y. Agnihotri, Ph.D., Professor of Marketing, Indian Institute of Management, Kolkata.

He has contributed 20 research papers to several reputed Journals and Magazines. His major research areas of interest are Brand-Marketing Audit, International Marketing strategy, Service Marketing and Strategic Brand Management.

2. Anjan Rai Chaudhari, B.Tech., PGDM-IIM Kolkata, Professor in Marketing, IIM Kolkata, anjan@iimcal.ac.in, anjan.raichaudhari@gmail.com

He has completed 500 sponsorship research studies. He has published 4 articles of Entrepreneurship and 12 articles on Industrial marketing. His major area of interest are Business Marketing, Entrepreneurship, New ventures, Customer orientation. He has experience in consulting and industry.

3. Dr. G. Sridhar, Ph.D., Professor in Marketing, Indian Institute of Management, Kozikode drgsridhar@IIM.ac.in

He has 12 years of experience in teaching and industry. He authored, co-authored various books and published articles in national and international journals.

REGIONAL

1. V. Shekar, Ph.D., Dean & Professor in Marketing and Systems, Osmania University, Hyderabad.

E-mail :shesasu@yahoo.co.in

He has 3 years of experience at Novopan India Ltd., and 26 years of teaching and research experience. He has published 40 articles and a book on marketing intelligence system.

2. K. Mallikarjuna Reddy, Ph.D., Professor in Marketing, Osmania University, Hyderabad.

drreddykm@yahoo.com

He has 16 years of teaching experience and published 12 articles in both national and International Journals and edited 3 books.

3. Siddharth S Singh, Ph.D., Associate professor in Marketing, Indian School of Business, Hyderabad.

Siddharth_singh@isb.edu

He is an eminent Marketing faculty in the Indian School of Business, Hyderabad. His areas of interests are Internet marketing, Data base marketing and Product returns.

JOURNALS

INTERNATIONAL

1. Journal of Marketing,

American Marketing Association, 311 S. Wacker Drive,
Suite 5800, Chicago, IL 60606

2. International Journal of Internet Marketing and Advertising

Inderscience Publishers, World Trade Centre Building II, 29 route de Pre-Bois
Case Postale 856, CH-1215 Genève 15, Switzerland

3. Journal of Marketing Research

American Marketing Association, 311 S. Wacker Drive,
Suite 5800, Chicago, IL 60606

NATIONAL

1. Indian Journal of Marketing
Y-21, Hauz Khas, New Delhi - 110016, India
2. The ICFAI Journal of Consumer Behaviour,
ICFAI University Press, Hyderabad.
3. International Journal of Retail & Distribution management
4. Journal of Product and Brand management
5. IPE Journal of Marketing vistas

FINDINGS AND DEVELOPMENTS

1. Stop trying to delight your customer, Harvard Business Review, Vol. No. 5, Issue No. 7/8, July 2013
2. Brand relationships and switching behavior, Vikalpa-The Journal for decision makers, Vol. 35, No.1, Jan 2015
3. Pricing SaaS models: Perception of business service providers and clients, Journal of Service Research, Vol. 10, No. 1, April 2010
4. Services Marketing: A global concept and Ideology, Journal of New Delhi Institute of Management, Vol 7, Issue No. 2, July 2013
5. The fine line-Know where to draw the line between brand differentiation and loyalty, Marketing Management, Vol. No. 19, Issue No. 2, 2015

WEBSITES

1. <http://tutor2u.net>
2. <http://marketingrevisionnotes.blogspot.in>
3. <http://www.udel.edu>
4. <http://www.marketingteacher.com>
5. <http://www.quickmba.com>

COURSE OUTCOME

- CO1.Explain and discuss the general concepts about marketing management and the marketing process.
- CO2.Discuss consumer and buyer behaviour models as they influence customer purchase decision - making.
- CO3.Explain the concepts of segmentation, targeting and positioning as part of a comprehensive Marketing plan.
- CO4.Develop a set of skills important to successful performance in marketing management positions, including critical thinking, working in a group environment, oral and written presentation skills.
- CO5.Explain the prospect of the global market and application of digitalization to reach there.

SESSION PLAN

SNo.	L No.	Topics in OU Syllabus	Module no.	Contents	Suggested Books	Page Nos.	Program Outcome and Course Outcome
UNIT – 1 : BASICS							
1.	L1	Core Marketing Concepts UGC-NET	M1	Needs, Wants, Demand, Exchange, Relationship	T1-Ch1 T2-Ch1 T4-Ch1	6-7 5-11 21-21	CO1PO1
	L2	Marketing philosophies UGC-NET	M2	Product Concept, Production Concept, Selling Concept, Marketing Concept, Societal Concept	T1-Ch1 T2-Ch1 www.referenceforbusiness.com	9-11 13-16	CO1PO1
	A1	Activity Seminar	Importance of Market Forecasting and techniques using Time series		https://www.slideshare.net/sunnygandhi777/demand-forecasting-by-time-series-analysis		
	L3	Marketing Mix-expanded Marketing mix UGC-NET	M3	4P's of Marketing & 7P's of Marketing	T1-Ch2 T2-Ch1 T4-Ch1	46-48 21-23 27-28	CO1PO2
	L4	Marketing program UGC-NET	M4	Marketing situation, S.W.O.T, objectives,	T1-Ch2 T2-Ch8 T4-Ch5 T5-Ch1	49-50 177-182 106-109 4-5	CO1PO3
	L5	Marketing program	M5	Strategy, Action Program, Budget, Control	T1-Ch2 T2-Ch8 T4-Ch5 T5-Ch1	49-50 177-182 106-109 4-5	CO1PO7
	A2	Activity Debate	Globalization versus localization		Mohammad Shamsuddoha, "Globalization-localization: A Conceptual Analysis http://papers.ssrn.com/sol3/pape		

					rs.cfm?abstract_id=1321662		
	L6	Global Marketing	M6	Deciding which market to enter, Entry strategy, Marketing program, Organization	T1-Ch19 T2-Ch20 T4-Ch27	466-487 399-417 581-597	CO1PO8
	L7	Global Marketing	M7	Marketing program, Organization	T1-Ch19 T2-Ch20 T4-Ch27	487 399-417 581-597	CO1PO8
	L8	Marketing environment UGC-NET	M8	Basics of Marketing environment	T1-Ch3 T2-Ch2 T4-Ch3	58-61 42-50 47-66	CO1PO8
	L9	Macro environment UGC-NET	M9	Demographic, Economic, Natural, Technological, Cultural, Political and Social environment	T1-Ch3 T2-Ch2 T4-Ch3	58-61 42-50 47-66	CO1PO8
	L10	Micro environment UGC-NET	M10	Company, Suppliers, Intermediaries, Public, Customers	T1-Ch3 T2-Ch2 T4-Ch3	61-79 37-41 47-66	CO1PO8
	A3	Activity Role Play	Interface of functional areas resulting in increase in market share		Daniel, Liliana, "Cross-Functional Linkages Between Marketing And The Other Business Functions In An Industrial Organization", U.P.B. Sci. Bull., Series D, Vol. 74, Issue. 3		
UNIT – 2 : MARKET SEGMENTATION							
2.	L11	Levels & basics of Segmentation UGC-NET	M1	Segmentation, Benefits, Requirements	T2-Ch3 T4-Ch9 T5-Ch19	54-57 198-200 246-247	CO2PO1
	A4	Activity Group Discussion	Marketing Mix Considerations		http://www.greatideasforteachingmarketing.com/determining-marketing-mix-considerations/		

	L12	Business Market Segmentation Bases UGC-NET	M2	Operating variables, purchasing approach, situational factors, personal characteristics	T1-Ch7 T2-Ch3 T4-Ch9	168-169 63-63 213-216	CO2PO2
	A5	Activity Debate	Does Marketing with a social cause give brand a human face?		https://www.quora.com/Does-marketing-with-a-social-cause-give-brands-a-human-face		
	L13	Target Marketing UGC-NET	M3	Evaluating market segmentations	T1-Ch7 T2-Ch3 T4-Ch9	170-177 64-69 216-216	CO2PO3
	L14	Target Marketing UGC-NET	M4	Selecting target market segments	T1-Ch7 T2-Ch3 T4-Ch9	170-177 64-69 216-216	CO2PO3
	L15	Positioning-Basics UGC-NET	M5	Identifying value differences, choosing right competitive advantages	T1-Ch7 T2-Ch3 T4-Ch9	178-183 69-73 217	CO2PO2
	L16	Demand Measurement Methods UGC-NET	M6	Demand, potential, forecast for market and company	T2-Ch6 T4-Ch10 T5-Ch20	130-133 222-228 264-270	CO2PO2
	A6	Activity Seminar	Segmentation Marketing in Business Markets		https://isbm.smeal.psu.edu/education/courses/segmentation-marketing-in-business-markets		
	L17	Demand Measurement Methods UGC-NET	M7	Estimating Current and Future Demand, Sales Forecasting Methods	T6-Ch20 T4-Ch10 T5-Ch20	262-273 222-228 264-270	CO2PO2
	A7	Activity Case Study	Amul: Amazing story of India's most successful brand		http://www.rediff.com/business/special/pix-amul-an-utterly-butterly-self-sufficient-		

					brand/20140904.html Dr.K .Karunakaran,"Amul Butter-A marketing success story" Marketing Management pg-324-328 Himalaya Publications		
	L18	Competitive strategies	M8	Market leader, Market follower, Market challenger strategies	T1-Ch18 T2-Ch25 T5-Ch14	450-461 491-497 181-191	CO2PO8
UNIT – 3 : MARKETING PROGRAMME:							
3.	L19	Decisions Involved in Product	M1	Quality, features, branding, style, design, packaging, labeling	T1-Ch8 T2-Ch7	196-197 138-147	CO3PO1
	A8	Activity Group Discussion	Can Marketers become CEO's?		http://www.greatideasforteachingmarketing.com/can-marketers-become-ceos/		
	L20	Packaging UGC-NET	M2	Packaging decisions, Labeling features	T1-Ch8 T2-Ch7	199-200 146-147	CO3PO8
	A9	Activity Case Study	New products from market research- kelloggs		www.thetimes100.co.uk March 2011		
	L21	New Product development UGC-NET	M3	Steps involved in new product development	T1-Ch9 T2-Ch8 T4-Ch12 T5-Ch24	222-231 173-177 271-281 334-340	CO2PO8
	L22	Product Life Cycle UGC-NET	M4	Introduction, growth, maturity, decline stages of PLC	T1-Ch9 T2-Ch9 T4-Ch11 T5-Ch24	236-242 189-197 244-250 349-354	CO2PO9
	L23	Pricing Strategies UGC-NET	M5	Features, strategies of pricing	T1-Ch11 T2-Ch11 T4-Ch14	267-285 228-244 321-340	CO2PO3

	L24	Distribution Channel UGC-NET	M6	Channel functions and levels	T1-Ch12 T2-Ch12 T4-Ch20 T5-Ch28	291-293 247-250 450-455 385-390	CO2PO3
	L25	Distribution Channel UGC-NET	M7	Channel Management Decisions	T1-Ch12 T2-Ch12 T4-Ch20 T5-Ch28	291-293 247-250 450-455 385-390	CO2PO5
	L26	Advertising UGC-NET	M8	Mission, Money, Message, Media, Measurement	T1-Ch15 T2-Ch13 T4-Ch16 T5-Ch39	363-380 272-279 382-394 534-560	CO2PO5
	A10	Activity Seminar	Pricing Strategies		www.learnmarketing.net/price.htm		
	L27	Public Relations UGC-NET	M9	Objectives and tools of public relations	T1-Ch15 T2-Ch13	380-383 289-292	CO2PO8
	L28	Online Marketing	M10	Building Direct Customer Relationship	T1-Ch17 T6-Ch36	426-437 488-507	CO2PO9
	A11	Activity Case Study	Market opportunities: VIP & Samsonite – Luggage becomes a Lifestyle statement		http://en.wikipedia.org/wiki/Market_analysis http://businesscasestudies.co.uk/business-theory/marketing/methods-of-analysing-marketing-opportunities.html#axzz2FbjqFDpS		
UNIT – 4 : CONSUMER MARKETS							
4.	L29	Model of CB UGC-NET	M1	Market stimuli, Buyer Black Box and Buyer response	T1-Ch5 T2-Ch4 T4-Ch7	116-133 82-94 155-175	CO3PO7

	L30	Decision process of Consumer UGC-NET	M2	Five steps of decision, Seven Os structure	T1-Ch5 T2-Ch4 T4-Ch7 T5-Ch17	116-133 92-94 165-165 223-229	CO3PO4
	L31	Factors affecting CB UGC-NET	M3	Cultural, Social, Personal, Psychological factors	T1-Ch5 T2-Ch4 T4-Ch7 T5-Ch17	116-133 82-86 169-172 223-229	CO3PO3
	L32	Adoption process stages	M4	Stages and Characteristics of adoption process	T1-Ch4 T2-Ch8 T5-Ch17	133-137 182-185 230-230	CO3PO2
	A12	Activity Case Study	Product line & Mix of ITC		http://www.itcportal.com/about-itc/shareholder-value/ITC-Corporate-Presentation.pdf		
	L33	Industrial markets UGC-NET	M5	Industrial Market Characteristics.	T1-Ch6 T2-Ch4 T4-Ch8	142-157 98-105 188-188	CO3PO8
	L34	Industrial markets UGC-NET	M6	Industrial buying behavior, Types of buying situations	T1-Ch6 T2-Ch4 T4-Ch8	142-157 98-105 188-188	CO3PO8
	L35	Service marketing UGC-NET	M7	Features and service triangle	T1-Ch8 T2-Ch10 T4-Ch9	211-216 203-220 621-623	CO3PO8
UNIT – 5 : MARKETING ORGANIZATION & CONTROL							
5.	L36	Types of marketing organization UGC-NET	M1	Functional, Geographic, Product or Brand and Matrix Organization	T2-Ch16 T3-Ch22 T4-Ch25 T5- Ch44	344-347 697-703 549-558 631-635	CO3PO8

	A13	Activity Group Discussion	Influence of Branding on product success		Use Your Brand Positioning as a Compass for All aspects of Your Business, Jim Joseph October 2014 http://www.entrepreneur		
	L37	Factors affecting marketing organization structure UGC-NET	M2	Global economic environment, Social and Cultural environment	T2-Ch20 T5- Ch44	406-408 631-635	CO2PO7
	A14	Activity Seminar	Marketing Audit		https://www.marketingteacher.com/marketing-audit		
	L38	Efficiency control UGC-NET	M3	Prime responsibility, purpose of control and approaches	T2-Ch16 T3-Ch22 T4-Ch26	347-347 717-719 576-577	CO2PO9
	L39	Profitability control UGC-NET	M4	Prime responsibility, purpose of control and approaches	T3-Ch22 T4-Ch26	717-717 574-576	CO2PO9
	L40	Strategic control UGC-NET	M5	Prime responsibility, purpose of control and approaches	T2-Ch16 T3-Ch22 T4-Ch26	347-347 719-721 577-577	CO2PO9
	L41	Marketing Audit	M6	Features of Marketing Audit	T2-Ch16 T3-Ch22 T4-Ch26 T5- Ch44	347-350 719-723 577-577 638-644	CO2PO9
	A15	Activity Debate	Is Social media the best way to get close to customers?		www.socialmediaexaminer.com/3-strategies-for-finding-customers-with-social-media		
	L42	Marketing Audit	M7	Components of Marketing Audit	T2-Ch16 T3-Ch22 T4-Ch26	347-350 719-723 577-577	CO2PO8

					T5- Ch44	638-644	
	A16	Activity Case Study	Leveraging social media : Mc Donalds using social media to connect with customers		www.icmrindia.org/casestudies case code: 321		
	A17	Activity Quiz	Covering full Syllabus		case code:319		

LEGEND:

1. **T 1:** “Principles of Marketing’ by Philip Kotler, Gary Armstrong, Praful Agnihotri,, Ehsan ul Haque, Published by Pearson 13 e
2. **T2:** “Marketing Management” by Dr. K. Karunakaran: Himalaya Publishing House. 3e
3. **T3:** “Marketing Management”,by Philip Kotler, Kevin Lane Keller, 2007, 12e, Eastern Economy Edition.

QUESTION PAPERS:

UNIT –I

SHORT QUESTIONS:

- | | |
|------------------------------|-------------------------------|
| 1. Niche marketing | (Feb 2010,May 2011, Jan 2014) |
| 2. Branding | (May 2011) |
| 3. Selling concept | (Feb 2011, Feb 2015) |
| 4. Intangibility | (Feb 2011) |
| 5. Societal marketing | (Feb 2011) |
| 6. Tele Marketing | (Feb 2010) |
| 7. Needs and Wants | (Feb 2010) |
| 8. Point of purchase | (Feb 2010) |
| 9. Durable goods | (Feb 2010) |
| 10. Brand equity | (July 2010) |
| 11. Demographics | (July 2010) |
| 12. Customer value hierarchy | (Jun 2008) |
| 13. Customer value | (Dec 2008) |
| 14. Hard Core Loyals | (Jun 2007) |
| 15. Relationship Marketing | (Jun 2007) |

16. 4Ps of Marketing	(Jun 2007)
17. Production Concept	(Jun 2006)
18. Marketing program	(Jun 2014)
19. Micro environment	(Jun 2014, Jan 2014)
20. Global Marketing	(Jan 2013, Feb 2015, Aug 2016)
21. Marketing Philosophy	(Aug 2016)
22. Marketing Strategy	(Aug 2016, Aug 2017)
23. Marketing mix	(Feb 2017, Jan 2018)

ESSAY QUESTIONS:

1. What do you mean by marketing environment? Explain briefly the various environmental factors affecting the marketing function. (May 2011, Aug 2017)
2. Discuss the importance of marketing environment. How does socio-cultural environment influence the marketing decisions? (Feb 2011)
3. Define Marketing. What are the five different Marketing management Orientations/ Philosophies? Justify each of them with appropriate examples. (Feb 2011, Aug 2017)
4. What are the functions of marketing management? Discuss its tasks and philosophies. (Feb 2010)
5. What are core concepts in marketing and what major shifts are smart companies making? (Feb 2011)
6. Define a market. What are the different types of markets? (July 2010)
7. What are the factors considered in a marketing plan? (July 2010)
8. Explain the major components of marketing macro environment of a company. (Jun 2008, Feb 2015)
9. Discuss in detail various components of marketing mix (Jun 2008)
10. Discuss how a company's micro and macro environment influence marketing function with an example (Dec 2008)
11. Explain marketing mix of any retail organization you are aware of. (Dec 2008)
12. What do you understand by marketing environment? Discuss the exogenous and endogenous factors influencing the marketing environment (Jan 2008, Jan 2014, Feb 2015)
13. What is Marketing Management? Write in detail about global marketing. (Jun 2014)
14. What is the relationship between marketing and other functional areas? (Jun 2014)
15. What are the emerging challenges in Marketing? (Jan 2014)
16. Several competing philosophies such as Selling concept, Production concept and Product concept exist. How are these different from others? How are these different from the marketing concept? (May 2011)
17. Write in detail about Macro Environmental factors of marketing. (Jan 2013)

18. Explain about relationship between Marketing management and other functional areas (Aug 2016)
19. Write in detail about Expanded Marketing mix (Aug 2016)
20. What are the responsibilities of a marketing manager (Feb 2017)
21. Enumerate the Controllable and Uncontrollable variables in the marketing environment (Feb 2017)
22. Define Marketing. Examine different objectives of Marketing Management (Jan 2018)
23. What is Global Marketing? Distinguish between Domestic Marketing and Global Marketing (Jan 2018)

UNIT –II

SHORT QUESTIONS:

1. Market testing (May 2011)
2. Psychological pricing (Feb 2011)
3. Appeals (Feb 2010)
4. Marketing Warfare (Feb 2010)
5. Routine problem solving (Feb 2010)
6. VALS Typology (Feb 2010)
7. Marketing potential (July 2010)
8. Extensive problem solving (July 2010)
9. Effective segmentation (Dec 2008)
10. Forecasting (Dec 2008)
11. Marketing forecasting (Jan 2008)
12. Value chain (Jun 07, Jan05, Mar/Apr 03, Apr 02)
13. Market opportunity (Jun 2007, Jan 2007)
14. Market Segmentation (Jan 2013)
15. Negative Demand (Jan 2014)
16. Sales Forecasting (Jan 2014)
17. Product Positioning (Jun 2014, Feb 2015, Aug 2016)
18. Marketing strategy (Jan 2013)
19. Differentiation (Jan 2013)
20. Product Differentiation (Feb 2017)
21. Features of International Market (Jan 2018)
22. Active Demand Forecasting Vs Passive Demand Forecasting (Aug 2017)

ESSAY QUESTIONS:

1. Explain the essentials of an ideal market segmentation strategy. Illustrate how firms would be benefited in marketing their products and services by segmentation. (May 2011)

2. Briefly discuss the concept of positioning. Discuss the positioning strategies for (i) Santro Car (ii) Indian airlines. (May 2011)
3. What is market segmentation? What different criteria (Bases) are used for segmenting a market for consumer durables with suitable examples? (Feb 2011, Feb 2017, Aug 2017, Jan 2018)
4. Compare and contrast undifferentiated, differentiated, concentrated, and micro-marketing targeting strategies. Which strategy is best? (Feb 2011)
5. What is product positioning? What positioning strategies would be right for FMCG products? (Feb 2010, Jan 2014, Feb 2015)
6. What is segmentation? What would your segmentation strategy be for
 - a. Credit cards?
 - b. Washing machines? (July 2010)
7. Is Sales Forecasting compulsory? What are the Quantitative and Qualitative methods for sales forecasting? (Feb 2010, Jun 2014, Feb 2015, Aug 2017, Jan 2018)
8. How do you estimate current and future demand? Explain with examples (Jun 2008, Feb 2010, Aug 2016)
9. What is product repositioning? Write different positioning strategies. (Jun 2008)
10. What is the need for market segmentation? Explain the bases for segmenting business and international markets. (Dec 2008)
11. "Positioning is not what you do to a product, positioning is what you do to the mind of prospect." Discuss the criteria in developing a positioning strategy for mobile phone companies. (Dec 2008)
12. What is the importance of segmentation suggest segmentation strategy for
 - a. Automatic coffee vending machine
 - b. Healthcare insurance (Jan 2008)
13. Discuss the steps involved in Market Targeting. (Jun 2014)
14. Explain the market leader strategies in consumer goods marketing. (Jan 2014)
15. Explain about the different marketing strategies(Competitive strategies) (Jan 2013, Aug 2016)
16. What is product positioning? Explain its strategies. (Jan 2013)
17. How do you evaluate market segments? Discuss. (Jan 2013)
18. Briefly explain various competitive situations in marketing (Feb 2017)

UNIT –III

SHORT QUESTIONS:

1. Skimming price (May 2011 Feb 2015)
2. Channel Behaviour (May 2011)
3. Early adopters (May 2011)

4. Online marketing	(May 2011, Aug 2016)
5. Limitations of Online Marketing	(Aug 2017)
6. Publicity	(May 2011, Jun 2014)
7. Product Life-Cycle (PLC)	(Feb 2011)
8. Product levels	(Feb 2010)
9. Product line	(Jul 2010)
10. VMS	(July 2010, Jan 2014)
11. Sales promotion	(Jan 2008)
12. Value pricing	(Jan 2008)
13. Brand image	(Jan 2008)
14. Transit Advertising	(Feb 2015)
15. Event Marketing	(Feb 2015)
16. Promotion Mix	(Jun 2014, Feb 2017)
17. Sales Force Promotion	(Jan 2014)
18. Brand Repositioning	(Jan 2014)
19. New Product Concept Development and Testing	(Jan 2014)
20. Marketing Mix	(Jan 2013)
21. Sales Promotion	(Jan 2013)
22. Personal Selling	(Jan 2013)
23. Wholesaling	(Aug 2016)
24. Stages in New Product Development	(Jan 2018)

ESSAY QUESTIONS:

1. Discuss in brief the various pricing strategies used by marketers. Suggest suitable pricing strategy for
(May 2011)
2. (i) Luxury Car (ii) Laptop. (May 2011)
3. Discuss the role of Personal Selling and advertising in promoting Industrial Products. How does it compare with consumer product promotion? (May 2011, Jan 2014)
4. How do you distinguish the different stages of product life-cycle? Explain the pricing strategies appropriate in different stages of product life-cycle. (Feb 2011, Jan 2013, Feb 2015)
5. What is advertising media? Recommend three advertising media for a campaign to introduce a new line of men's personal care products under Shahrukh Khan's label. (Feb 2011)
6. How is product life cycle used in marketing? Why do profits peak before sales? Explain. (Feb 2010)
7. What factors should be considered while making pricing decisions? Would these change in the case of a new product? Why? (Feb 2010)
8. What are the different competitive marketing strategies? Explain. (Feb 2010)

9. A consumer durable firm is interested in modifying its product mix. What factors will you consider or recommend for this analysis? (July 2010)
10. Media strategy is equally or more important than creative strategy in an advertising campaign. Comment.
11. What are the opportunities and challenges of online marketing in India? (Feb 2015)
12. Examine various decisions in channel management. (Jun 2014)
13. Discuss the steps involved in new product development. (Jun 2014)
14. What are the decisions involved in branding (Jan 2014)
- 14 Briefly explain about promotion mix elements (Jan 2013)
- 15 Explain about the techniques of sales promotion (Aug 2016)
- 16 Discuss about Product line decisions (Aug 2016)
- 17 What are the strategies relating to product planning and development (Feb2017)
- 18 What is channel conflict? Explain the mode of resolving the channel conflict (Feb2017)
- 19 What is PLC. What are the stages involved in a PLC. Explain with the help of an example of a product of your choice. (Aug 2017,Jan 2018)
- 20 “Expenditure on advertising is not waste”. Do you agree or not. Give reasons. (Jan 2018)

UNIT –IV

SHORT QUESTIONS:

1. Delphi Method (May 2011)
2. Seven O’s structure (Feb 2011, Jan 2018)
3. Event Management (Feb 2010)
4. Consumer Behavior (Jun 2014, Feb 2015)
5. Industrial Markets (Industrial buyer) (Jan 2014, Feb 2015, Aug 2016)
6. Consumer Markets (Aug 2016)
7. Service Marketing (Jan 2013)
8. Buyer Behavior (Jan 2013)
9. Characteristics of Industrial buyer (Feb 2017)
10. A Learning process (Aug 2017)

ESSAY QUESTIONS:

1. Explain the models of customer behavior. Why is understanding the consumer Post-purchase evaluation process important to marketers? (May 2011, Aug 2016)
2. Compare and contrast the characteristics of Industrial markets and Service markets. What are the factors affecting buyer behavior in Industrial market? (May 2011, Aug 2016)

3. Make a comparative evaluation of the various models of consumer behavior by using a suitable example. (Feb 2011)
4. Why understanding of post-purchase behavior is important to a marketer? How do you reduce post-purchase dissonance of customers? (Feb 2011)
5. What are buyer motivations? What psychological factors effect buying? (Feb 2010)
6. How would you distinguish services in the product services continuum? (Feb 2010)
7. What are the external factors influencing consumer behavior in the present day marketing environment? (July 2010, Jan 2013, Jan 2014, Feb 2015, Aug 2017, Jan 2018)
8. Who are consumer innovators? How do marketers use them in the adoption process and success of their new products? (July 2010, Jan 2013, Jan 2014)
9. Critically examine the Marshallian model of Consumer Behavior. (Jun 2014)
10. Explain various strategies of services markets (Jun 2014)
11. Explain the Black box model of Consumer Behavior. (Feb 2017)
12. Distinguish between product and service. What are the peculiar features of services (Feb 2017)
13. What is meant by Service market. What are its characteristics. (Jan 2018)
14. What are the channels employed in distribution of Industrial goods (Aug 2017)

UNIT –V

SHORT QUESTIONS:

1. Efficiency control (Feb 2011, Feb 23017)
2. Green Marketing (Feb 2010)
3. Marketing Audit (Jun 2014, Feb 2015, Aug 2016)
4. Annual Plan (Jun 2014)
5. Strategic Control and its Role (Jan 2013, Aug 2017)
6. Profitability Control (Aug 2016)
7. Global Marketing Organization (Jan 2018)

ESSAY QUESTIONS:

1. What are the important factors affecting the design of Marketing Organization? How a product management organization differs from the market centered organization?
(Jan 2013, May 2011)

Session No.	Activities and Topics	Learning Groups
1	Group Discussion: 1. Continuous innovations keep customer interested in the organization 2. Credit cards are challenging the marketing concept of demand 3. Advantages and hazards of online marketing 4. Departmental stores promote more of their own brands	LG 1 & LG2 LG 3 & LG 4 LG 5 & LG 6 LG 7 & LG 8
2	Group Discussion: 1. Difference between industrial and end consumer in terms of brand loyalty 2. Transfer has become an integral part of marketing 3. Various eco friendly practices adopted by organizations 4. Style vs. design of products and services	LG 9 & LG 10 LG 11 & LG 12 LG 13 & LG 14 LG 15 & LG 16
3	Group Discussion: 1. Price determines acceptance or rejection of product 2. Difference between production of products and services Seminars: 1. Make in India and expansion of markets 2. Marketing approach has diminished the importance of Sales approach.	LG 17 & LG 18 LG 19 & LG 20 LG 1 LG 2
4	Seminars: 1. Changing role of men and women as consumers 2. Is there variation in demand for high and low end products in India 3. Awareness and application of consumer rights 4. Quality of overseas goods	LG 3 LG 4 LG 5 LG 6
5	Seminars: 1. Marketing and its contribution to organizations 2. Children of households in decision making 3. E-marketing has redefined STP 4. Promotional tools should match outcomes of segmentation	LG 7 LG 8 LG 9 LG 10
6	Seminars: 1. Middle class segment 2. Branding decision of any FMCG company of your choice 3. Internal marketing should precede external marketing 4. Success or failure of a product depends on its positioning	LG 11 LG 12 LG 13 LG 14
7	Seminars: 1. Width of product mix confers the status enjoyed by organization 2. Global mass marketing 3. Is advertising required for industrial products? 4. Brands make celebrities or celebrities make brands?	LG 15 LG 16 LG 17 LG 18
8	Seminars: 1. Functional areas that are associated with marketing 2. The rise of Pro-Kabaddi, IPL and Football seasons are due to	LG 19 LG 20

	<p>marketing efforts of sponsors</p> <p>Debate:</p> <ol style="list-style-type: none"> 1. Understanding consumer needs leads to understanding consumer behavior 2. The role of market leaders, challengers and followers never change 	<p>LG1 – LG4</p> <p>LG5 – LG8</p>
9	<p>Debate:</p> <ol style="list-style-type: none"> 1. Selling vs. Marketing 2. Qualitative vs quantitative techniques of forecasting sales 3. What is the most important factor for marketing: economic or cultural environment 4. Domestic Markets vs. Global Markets 	<p>LG5 – LG6</p> <p>LG7 – LG8</p> <p>LG 9 – LG10</p> <p>LG 11 – LG12</p>
10	<p>Debate:</p> <ol style="list-style-type: none"> 1. Marketing: More of an art than science 2. Young workforce are more materialistic 3. Advertising is waste of time and money 4. Audits improve efficiency of Marketing organizations 	<p>LG 13 – LG14</p> <p>LG 15 – LG16</p> <p>LG 17– LG18</p> <p>LG 19 – LG20</p>
11	<p>Case Study:</p> <p>1. Marketing Strategy – The case of Titan Watches, Marketing Management, Ramaswamy & Namakumari, MacMillian Business Books, 3rd Edition, Pg. 206</p>	<p>LG 1- LG5</p>
12	<p>Case Study:</p> <p>1 Coca Cola vs Pepsico, Marketing-Concepts and Cases, Etzel, Walker, Stanton and Pandit, McGraw-Hill Companies, 13th ed., Pg No. 82-85</p>	<p>LG 6- LG 10</p>
13	<p>Case study:</p> <p>1. Sustainable Marketing- A case of Vim of HUL, Marketing Management, Raja Gopal, Vikas Publishing House, Pg. 37</p>	<p>LG 11- LG 15</p>
14	<p>Case study:</p> <p>1. The Gap, Marketing-Concepts and Cases, Etzel, Walker, Stanton and Pandit, McGraw-Hill Companies, 13th edition, Pg No. 200 & 201</p>	<p>LG 16 - LG 20</p>
15 & 16	<p>Role Play</p> <ol style="list-style-type: none"> 1. Complaining customer and front office executive 2. Generation of new product idea by Product Manager and his team 3. Need based sales talk between customer and marketing executive 4. Service Recovery on receiving a complaint after service is given 5. Differential treatment to a regular customer of a garment store 6. Selling product to a reluctant customer 7. How to sell hair oil and hair brush to a bald customer 8. Realizing sales target: Conversation between team leader and sales trainee 9. Preparing ad message for a newly launched noodles brand 10. Meeting with dealers and distributors on commissions and incentives for pushing a new product to customers 	<p>Depending on the number of participants, groups will be divided</p>

17	Group Discussion: <ol style="list-style-type: none"> 1. Buyer readiness stage decides the length of product life cycle 2. Discontinuous vs. dynamically continuous innovations 3. Without marketing, no organization survives 4. Products suitable for online purchase and feel & touch purchase 5. Cognitive dissonance and innovative remedies 	L1 & L2 L3 & L4 L5 & L6 L7 & L8 L9 & L10
18	<ol style="list-style-type: none"> 6. Learning occurs in marketing too 7. Sales promotion is not suitable for all products and services 8. Services marketing is challenging 9. Awareness of a product always leads to adoption 10. It is better to harvest than to withdraw 	L11 & L12 L13 & L14 L15 & L16 L17 & L18 L19 & L20
19	Seminars: <ol style="list-style-type: none"> 1. Consumer needs change according to FLC 2. Retailing 3. Global products: opportunities to consumers 4. Demand for cosmetics and jewelry among men 	LG 1 LG 2 LG 3 LG 4
20	<ol style="list-style-type: none"> 5. Advertisement: Investment or expenditure 6. Consumer decision process is common for all products and services 7. Products that are popular across cultures 8. Adoption process is common for all goods 	LG 5 LG 6 LG 7 LG 8
21	<ol style="list-style-type: none"> 9. Necessity of internal marketing in services 10. Modern Indian consumer behavior 11. Role of family members in purchase decisions 12. CEOs of FMCG companies were brand managers once 	LG 9 LG 10 LG 11 LG 12
22	<ol style="list-style-type: none"> 13. Marketing audit: Necessity or option 14. Annual Plan control and service sector 15. Impact of plastic money on consumer decision making 16. Product mix decisions are very costly and do not yield profits 	LG 13 LG 14 LG 15 LG 16
23	<ol style="list-style-type: none"> 17. Products like cell phones need not go through the 4 stages of PLC 18. New middlemen of the digital marketing era vs retailers 19. Changing networks of distribution is fast and safe 20. Green Marketing vs. Selling concept 	LG 17 LG 18 LG 19 LG 20
24	Case Study 1: BRANDING CONSUMER PRODUCT Marketing-Concept & Cases; Michael Etzel, Bruce Walker, William Stanton & Ajay Pandit; Tata McGraw Hill, 13 th E, 2007, Pg. No. 733-735	LG 1-LG 5
25	Case Study 2: CHANNEL MANAGEMENT: TITAN WATCHES Marketing Management-Global Perspective Indian Context; V.S. Ramaswamy & S. Namakumari; MacMillan, 3 rd E, 2006, Pg. No. 463-468	LG 6- LG 10
26	Case Study 3: DISCONNECTING CABLE CHANNELS FROM PRICING BUNDLES	LG 11 – LG 15

	Introduction to Marketing; Mc Daniel, Lamb & Hair, Thomson South Western, 8 th E, 2007, Pg. No. 647 & 648	
27	Case Study 4: USE OF SOCIAL MEDIA IN TOURISM AND HOTEL INDUSTRY Digital Marketing; Nitin Kamat & Chinmay Nitin Kamat; Himalaya Publishing House, 1 st E, 2017, Pg. No. 231 & 232	LG 16 – LG 20

2. Distinguish efficiency control from profitability and strategic controls. (May 2011)
3. What is return on marketing investment? Why is it difficult to measure? (Feb 2011)
4. What do you mean by 'global marketing organization'? Explain the factors affecting such an organization? (Feb 2011, Aug 2016, Feb 2017)
5. What is marketing audit? What are its objectives? How is it conducted? Examine its Need and significance (Feb 2010, Feb 2017, Jan 2018)
6. Differentiate between profitability control and strategic control. (Jul 2010)
7. How marketing organization structures were evolved? (July 2010, Jan 2014)
8. What are the different phases of marketing control (Feb 2015)
9. Explain the merits and demerits of annual plan control and efficiency control. (Jan 2013)
10. Explain about strategic control measures of marketing organizations (Aug 2016)
11. What is Marketing organization. What are the types of Marketing organization? (Jan 2018)
12. What are the forces affecting Global Marketing (Aug 2017)
13. Explain various models of Direct marketing (Aug 2017)

ITL SESSION TOPICS FOR STUDENTS OF MBA I SEMESTER

SUBJECT: MB 104: MANAGERIAL ECONOMICS

CONTENTS:

1.SYLLABUS

2.SUGGESTED BOOKS

- a. TEXT BOOKS**
- b. REFERENCE BOOKS**

3.WEBSITES

4.JOURNALS

- a. INTERNATIONAL**
- b. NATIONAL**

5. COURSE OUTCOME

6. SESSION PLAN

7. QUESTION BANK

8. CASE STUDIES

OBJECTIVE AND RELEVANCE

Managerial economics is a method to analyze goods or services and make business decisions. Managerial economics is a method to analyze goods or services and make business decisions from the analysis. This form of studying can help identify themes and trends that could be the cause and effect of good and bad business decisions. Managerial economics is usually applied to assist in making decisions on risk management, manufacturing, pricing and investment. It has been used in profit and not-for-profit organizations

SCOPE

Managerial Economics has a more narrow scope it is actually solving managerial issues using micro-economics. Wherever there are scarce resources, managerial economics ensures that managers make effective and efficient decisions concerning customers, suppliers, competitors as well as within an organization. The fact of scarcity of resources gives rise to three fundamental questions-

- a. What to produce?
- b. How to produce?
- c. For whom to produce?

PRE-REQUISITES

The basic understanding of the Managerial Economic activities of different organizations awareness about the Demand & Supply and ability to relate the dynamics of the market with theory.

SYLLABUS-O.U

Unit – I:

The unit introduces to the student the basic concept of Managerial economics. Managerial economics is a method to analyze goods or services and make business decisions from the analysis. This form of studying can help identify themes and trends that could be the cause and effect of good and bad business decisions.

Syllabus

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal concept Theory of firm- profit and wealth maximization. Econometrics-Use of Econometric Models in decision making.

Unit – II:

This unit makes the students to develop an insight on demand analysis The main objective of each and every business firm is to maximize profits. So, every entrepreneur aims in optimizing output with systematic utilization of available resources and selling the output for maximum profits. All these things depend upon the demand analysis. The demand analysis helps in finding out the optimum quantity of goods to be produced, different quantities to be supplied in different markets, places for the establishment of business firms.

Basis for demand; Concept of Utility-cardinal and ordinal approaches of utility, Law of marginal utility, Maximization of consumer utility, Consumer-Surplus Demand Analysis: Determinants of demand, Law of demand-Price, Income and cross elasticity of demand. Managerial applications of elasticity of demand- Demand forecasting and measurement methods.

Unit – III

The objective of this unit is to make the student study in detail the difference between opportunity costs and accounting costs. The importance of sensitivity analysis. To derive long run cost curves from production functions by minimizing long run costs using both marginal and incremental analysis. To derive short run cost curves from short run production functions. To perform a shut down analysis. To use Break-even analysis as a rule of thumb.

Syllabus

Production Function; Cobb Douglas and CES Production functions. Laws of diminishing marginal returns to scale, Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphic method. Expansion path and ridge lines. Economies & Diseconomies of scale. Economies of scope. Learning curve. Cost analysis: Economic & Accounting Costs. Role of time in cost-analysis. Cost-volume Profit Analysis.

Unit – IV

The objective of this unit is to introduce the students to examine the pricing objectives pursued along with the pricing methods adopted by service organizations. To investigate whether the pricing objectives pursued are associated with the pricing methods adopted.

Syllabus

Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Game theory basics, dominant strategy, Nash equilibrium, prisoner's dilemma. Pricing and non pricing strategies. Sophisticated market pricing: pricing discrimination – using coupons & rebates for price discrimination. Peak load pricing Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

Unit – V:

The objective of this unit is to make the student to examine the pricing objectives pursued along with the pricing methods adopted by service organizations. To investigate whether the pricing objectives pursued are associated with the pricing methods adopted.

Syllabus

Nature, concept & Measurement of National Income. Classical and Keynesian approaches to income, Employment and investment. Inflation: Types, causes and measurement of inflation. Philips curve, stagflation. Trade cycles causes and policies to counter trade cycles.

SUGGESTED BOOKS

TEXT BOOK

T1 Mehta. P.L. Managerial Economics, Sultan Chand and Sons, 2007.

The book aims at providing a framework for managerial decision making. It explains economic tools & techniques with the help of simple examples from real business situations. It draws upon the author's rich experience in the field of teaching & research.

This book covers: 80% of Unit: I, 70% of Unit: II, 60% of Unit: III ,10% of Unit: IV

T2 Mithani, D.M. Managerial Economics, Himalaya Publishing House, 2006

This book deviates from the traditional approach and seeks to develop the skills and interest of the students with a better comprehension of the real business economic problems through several case studies and practice – oriented problems without diluting the scope to prepare themselves for formal education or examination.

This book covers: 70% of Unit: I, 60% of Unit: II, 30% of Unit III, 10% of Unit: IV

T3 Peterson H. Craig, W. Cris Lewis, Managerial Economics, Prentice Hall of India Ltd, 2007

This book offers a lively presentation of analytical and empirical tools for managerial decision making. This edition increases the emphasis on managerial applications through added problems, case studies and questions.

This book covers: 70% of Unit: I, 60% of Unit: II, 30% of Unit III, 10% of Unit: IV

T4 Dwivedi D. N, Managerial Economics, Vikas Publications, 2007

This book provides a complete comprehensive & authentic text on micro & macro aspects of managerial economics. Due to increase in application of economic theories, concepts and tools of economic analysis and various universities & institutes modifying their curricula the book has been revised again.

This book covers: 60% of Unit: I, 30% of Unit: II, 30% of Unit III, 10% of Unit: IV, 10% of Unit: V

T5 Gupta G. S, Managerial Economics, Tata McGraw hill, 2002.

T6 Dean Joel, Managerial Economics, Prentice Hall of India, 2001

T7 Dwivedi D. N, Macroeconomics – Theory & Policy, Tata McGraw Hills Ltd, 2004.

This book provides a complete comprehensive & authentic text on micro & macro aspects of managerial economics. Due to increase in application of economic theories, concepts and tools of economic analysis and various universities & institutes modifying their curricula the book has been revised again.

100% of Unit: V

T8 Sumitra Paul, “Managerial Economics”, 2009, Excel Publishing

T9 Joseph G.Nellis & David Parter “Principles of Business Economics”, 2009, 2nd Ed.Pearson Ed.

Reference:

R1. Pal Sunitha, Managerial Economics, Macmillan Publications, 2004.

R2. Haynes, Mote & Paul, Managerial Economics, Tata McGraw Hills Ltd., 2002

R3. Paul Gupta, Chaturvedi, Business Economics, Galgotia publications, 2006

R4. Sakavatore Dominick, Managerial Economics, Thomson Publications, 2007

COURSE OUTCOME:-

CO1.This course would provide students with the knowledge , tools and techniques to make effective economic decisions under conditions of risk and uncertainty

CO2. Micro economic principles would equip the students with tools and principles which are applied for analyzing the ever changing demand and supply conditions

CO3.The students would be able to apply the basic macroeconomic concepts to analyze the volatility in the business world.

SESSION PLAN

SNo.	L No.	Topics in OU Syllabus	Module no.	Contents	Suggested Books	Page Nos.	Program Outcome and Course Outcome	
UNIT – 1 : BASICS								
1.	L1	Core Marketing Concepts UGC-NET	M1	Needs, Wants, Demand, Exchange, Relationship	T1-Ch1 T2-Ch1 T4-Ch1	6-7 5-11 21-21	CO1PO1	
	L2	Marketing philosophies UGC-NET	M2	Product Concept, Production Concept, Selling Concept, Marketing Concept, Societal Concept	T1-Ch1 T2-Ch1 www.referenceforbusiness.com	9-11 13-16	CO1PO1	
	A1	Activity Seminar	Importance of Market Forecasting and techniques using Time series		https://www.slideshare.net/sunnygandhi777/demand-forecasting-by-time-series-analysis			
	L3	Marketing Mix-expanded Marketing mix UGC-NET	M3	4P's of Marketing & 7P's of Marketing	T1-Ch2 T2-Ch1 T4-Ch1	46-48 21-23 27-28	CO1PO2	
	L4	Marketing program UGC-NET	M4	Marketing situation, S.W.O.T, objectives,	T1-Ch2 T2-Ch8 T4-Ch5 T5-Ch1	49-50 177-182 106-109 4-5	CO1PO3	
	L5	Marketing program	M5	Strategy, Action Program, Budget, Control	T1-Ch2 T2-Ch8 T4-Ch5 T5-Ch1	49-50 177-182 106-109 4-5	CO1PO7	
	A2	Activity	Globalization versus localization		Mohammad Shamsuddoha, "Globalization-localization: A			

		Debate			Conceptual Analysis http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1321662		
	L6	Global Marketing	M6	Deciding which market to enter, Entry strategy, Marketing program, Organization	T1-Ch19 T2-Ch20 T4-Ch27	466-487 399-417 581-597	CO1PO8
	L7	Global Marketing	M7	Marketing program, Organization	T1-Ch19 T2-Ch20 T4-Ch27	487 399-417 581-597	CO1PO8
	L8	Marketing environment UGC-NET	M8	Basics of Marketing environment	T1-Ch3 T2-Ch2 T4-Ch3	58-61 42-50 47-66	CO1PO8
	L9	Macro environment UGC-NET	M9	Demographic, Economic, Natural, Technological, Cultural, Political and Social environment	T1-Ch3 T2-Ch2 T4-Ch3	58-61 42-50 47-66	CO1PO8
	L10	Micro environment UGC-NET	M10	Company, Suppliers, Intermediaries, Public, Customers	T1-Ch3 T2-Ch2 T4-Ch3	61-79 37-41 47-66	CO1PO8
	A3	Activity Role Play	Interface of functional areas resulting in increase in market share		Daniel, Liliana, "Cross-Functional Linkages Between Marketing And The Other Business Functions In An Industrial Organization", U.P.B. Sci. Bull., Series D, Vol. 74, Issue. 3		
UNIT – 2 : MARKET SEGMENTATION							
2.	L11	Levels & basics of Segmentation UGC-NET	M1	Segmentation, Benefits, Requirements	T2-Ch3 T4-Ch9 T5-Ch19	54-57 198-200 246-247	CO2PO1
	A4	Activity Group Discussion	Marketing Mix Considerations		http://www.greatideasforteachingmarketing.com/determining-marketing-mix-considerations/		

	L12	Business Market Segmentation Bases UGC-NET	M2	Operating variables, purchasing approach, situational factors, personal characteristics	T1-Ch7 T2-Ch3 T4-Ch9	168-169 63-63 213-216	CO2PO2
	A5	Activity Debate	Does Marketing with a social cause give brand a human face?		https://www.quora.com/Does-marketing-with-a-social-cause-give-brands-a-human-face		
	L13	Target Marketing UGC-NET	M3	Evaluating market segmentations	T1-Ch7 T2-Ch3 T4-Ch9	170-177 64-69 216-216	CO2PO3
	L14	Target Marketing UGC-NET	M4	Selecting target market segments	T1-Ch7 T2-Ch3 T4-Ch9	170-177 64-69 216-216	CO2PO3
	L15	Positioning-Basics UGC-NET	M5	Identifying value differences, choosing right competitive advantages	T1-Ch7 T2-Ch3 T4-Ch9	178-183 69-73 217	CO2PO2
	L16	Demand Measurement Methods UGC-NET	M6	Demand, potential, forecast for market and company	T2-Ch6 T4-Ch10 T5-Ch20	130-133 222-228 264-270	CO2PO2
	A6	Activity Seminar	Segmentation Marketing in Business Markets		https://isbm.smeal.psu.edu/education/courses/segmentation-marketing-in-business-markets		
	L17	Demand Measurement Methods UGC-NET	M7	Estimating Current and Future Demand, Sales Forecasting Methods	T6-Ch20 T4-Ch10 T5-Ch20	262-273 222-228 264-270	CO2PO2
	A7	Activity Case Study	Amul: Amazing story of India's most successful brand		http://www.rediff.com/business/special/pix-amul-an-utterly-butterly-self-sufficient-		

					brand/20140904.html		
					Dr.K .Karunakaran,"Amul Butter-A marketing success story" Marketing Management pg-324-328 Himalaya Publications		
	L18	Competitive strategies	M8	Market leader, Market follower, Market challenger strategies	T1-Ch18 T2-Ch25 T5-Ch14	450-461 491-497 181-191	CO2PO8
UNIT – 3 : MARKETING PROGRAMME:							
3.	L19	Decisions Involved in Product	M1	Quality, features, branding, style, design, packaging, labeling	T1-Ch8 T2-Ch7	196-197 138-147	CO3PO1
	A8	Activity Group Discussion	Can Marketers become CEO's?		http://www.greatideasforteachingmarketing.com/can-marketers-become-ceos/		
	L20	Packaging UGC-NET	M2	Packaging decisions, Labeling features	T1-Ch8 T2-Ch7	199-200 146-147	CO3PO8
	A9	Activity Case Study	New products from market research- kelloggs		www.thetimes100.co.uk March 2011		
	L21	New Product development UGC-NET	M3	Steps involved in new product development	T1-Ch9 T2-Ch8 T4-Ch12 T5-Ch24	222-231 173-177 271-281 334-340	CO2PO8
	L22	Product Life Cycle UGC-NET	M4	Introduction, growth, maturity, decline stages of PLC	T1-Ch9 T2-Ch9 T4-Ch11 T5-Ch24	236-242 189-197 244-250 349-354	CO2PO9
	L23	Pricing Strategies UGC-NET	M5	Features, strategies of pricing	T1-Ch11 T2-Ch11 T4-Ch14	267-285 228-244 321-340	CO2PO3

	L24	Distribution Channel UGC-NET	M6	Channel functions and levels	T1-Ch12 T2-Ch12 T4-Ch20 T5-Ch28	291-293 247-250 450-455 385-390	CO2PO3
	L25	Distribution Channel UGC-NET	M7	Channel Management Decisions	T1-Ch12 T2-Ch12 T4-Ch20 T5-Ch28	291-293 247-250 450-455 385-390	CO2PO5
	L26	Advertising UGC-NET	M8	Mission, Money, Message, Media, Measurement	T1-Ch15 T2-Ch13 T4-Ch16 T5-Ch39	363-380 272-279 382-394 534-560	CO2PO5
	A10	Activity Seminar	Pricing Strategies		www.learnmarketing.net/price.htm		
	L27	Public Relations UGC-NET	M9	Objectives and tools of public relations	T1-Ch15 T2-Ch13	380-383 289-292	CO2PO8
	L28	Online Marketing	M10	Building Direct Customer Relationship	T1-Ch17 T6-Ch36	426-437 488-507	CO2PO9
	A11	Activity Case Study	Market opportunities: VIP & Samsonite – Luggage becomes a Lifestyle statement		http://en.wikipedia.org/wiki/Market_analysis http://businesscasestudies.co.uk/business-theory/marketing/methods-of-analysing-marketing-opportunities.html#axzz2FbjqFDpS		
UNIT – 4 : CONSUMER MARKETS							
4.	L29	Model of CB UGC-NET	M1	Market stimuli, Buyer Black Box and Buyer response	T1-Ch5 T2-Ch4 T4-Ch7	116-133 82-94 155-175	CO3PO7

	L30	Decision process of Consumer UGC-NET	M2	Five steps of decision, Seven Os structure	T1-Ch5 T2-Ch4 T4-Ch7 T5-Ch17	116-133 92-94 165-165 223-229	CO3PO4
	L31	Factors affecting CB UGC-NET	M3	Cultural, Social, Personal, Psychological factors	T1-Ch5 T2-Ch4 T4-Ch7 T5-Ch17	116-133 82-86 169-172 223-229	CO3PO3
	L32	Adoption process stages	M4	Stages and Characteristics of adoption process	T1-Ch4 T2-Ch8 T5-Ch17	133-137 182-185 230-230	CO3PO2
	A12	Activity Case Study	Product line & Mix of ITC		http://www.itcportal.com/about-itc/shareholder-value/ITC-Corporate-Presentation.pdf		
	L33	Industrial markets UGC-NET	M5	Industrial Market Characteristics.	T1-Ch6 T2-Ch4 T4-Ch8	142-157 98-105 188-188	CO3PO8
	L34	Industrial markets UGC-NET	M6	Industrial buying behavior, Types of buying situations	T1-Ch6 T2-Ch4 T4-Ch8	142-157 98-105 188-188	CO3PO8
	L35	Service marketing UGC-NET	M7	Features and service triangle	T1-Ch8 T2-Ch10 T4-Ch9	211-216 203-220 621-623	CO3PO8
UNIT – 5 : MARKETING ORGANIZATION & CONTROL							
5.	L36	Types of marketing organization UGC-NET	M1	Functional, Geographic, Product or Brand and Matrix Organization	T2-Ch16 T3-Ch22 T4-Ch25 T5- Ch44	344-347 697-703 549-558 631-635	CO3PO8

	A13	Activity Group Discussion	Influence of Branding on product success		Use Your Brand Positioning as a Compass for All aspects of Your Business, Jim Joseph October 2014 http://www.entrepreneur		
	L37	Factors affecting marketing organization structure UGC-NET	M2	Global economic environment, Social and Cultural environment	T2-Ch20 T5- Ch44	406-408 631-635	CO2PO7
	A14	Activity Seminar	Marketing Audit		https://www.marketingteacher.com/marketing-audit		
	L38	Efficiency control UGC-NET	M3	Prime responsibility, purpose of control and approaches	T2-Ch16 T3-Ch22 T4-Ch26	347-347 717-719 576-577	CO2PO9
	L39	Profitability control UGC-NET	M4	Prime responsibility, purpose of control and approaches	T3-Ch22 T4-Ch26	717-717 574-576	CO2PO9
	L40	Strategic control UGC-NET	M5	Prime responsibility, purpose of control and approaches	T2-Ch16 T3-Ch22 T4-Ch26	347-347 719-721 577-577	CO2PO9
	L41	Marketing Audit	M6	Features of Marketing Audit	T2-Ch16 T3-Ch22 T4-Ch26 T5- Ch44	347-350 719-723 577-577 638-644	CO2PO9
	A15	Activity Debate	Is Social media the best way to get close to customers?		www.socialmediaexaminer.com/3-strategies-for-finding-customers-with-social-media		
	L42	Marketing Audit	M7	Components of Marketing Audit	T2-Ch16 T3-Ch22 T4-Ch26	347-350 719-723 577-577	CO2PO8

					T5- Ch44	638-644	
	A16	Activity Case Study	Leveraging social media : Mc Donalds using social media to connect with customers		www.icmrindia.org/casestudies case code: 321		
	A17	Activity Quiz	Covering full Syllabus				

WEBSITES:

1. www.economicssurvey.com
2. www.rbi.org
3. www.cmie.com

JOURNALS

INTERNATIONAL

1. Academia Economic Papers
2. Global Economic Review
3. Macro Economic Dynamics
4. Pacific Economic Bulletin

NATIONAL

1. Economic and Political Weekly
2. "Margin" Published by National Institute of Applied Economic Research
3. Economic Challenger

QUESTION BANK:

Unit – I:

SHORT QUESTION:

1. Bench marking (May2011)
2. Risk Vs. Uncertainty (May2011,May 2012)
3. Define Managerial Economics. (Feb 2011)
4. Asymmetry of Information (Feb 2011)
5. Optimum firm (Feb 2011)
6. Principle of Time Perspective (Feb 2010)
7. Equi-marginal Principle (Feb 2010)

8. Equi-marginal concept	(July2010,Jan 2013)
9. Opportunity Cost	(July 2010)
10. Discounting Principal	(May 2012,Jan 2014)
11. Micro and Macro Economics	(Jan 2013)
12. Incremental Principal	(May 2014)
13. Marginal Cost	(Jan 2015)
14. Concept of Firm	(Jan 2015)
15. Market Signaling	(June 2016)
16. Convergence of tastes	(June 2016)
17. Profit maximization	(June 2016)
18. Discounting principle	(Feb 2017)
19. Discounting Principle	(May 2017)
20. Market Signaling	(May 2017)
21. Discounting principle	(June 2017)
22. Market signaling	(June 2017)

ESSAY QUESTIONS:

1. Discuss the role of Managerial Economic in taking various managerial decisions. (May2011)
2. Explain Opportunity Cost principle. How a manager can take different kinds of decisions are made applying opportunity cost principle? (May2011)
3. “Managerial Economics basically deals with decision making process of business firm.” Discuss. (Feb2011)
4. Compare and contrast the behavioural theory with the economic theory of the firm.(Feb2011)
5. Define Managerial Economics and state its chief characteristics. (Feb2010)
6. Explain how Total Quality Management has emerged as a new tool for optimization.(Feb2010)
7. “Managerial Economics is the discipline which deals with the application of economic theory to business management.” Explain you answer by pointing out how managerial economics differs fromEconomics. (July 2010,Jan 2013)
8. Explain and illustrate the significance of the following for decision making in business:
 - a. Discounting Principle
 - b. Time Perspective
 - c. Incremental Reasoning

(July 2010,Jan 2013)
9. “Managerial economics bridges the gap between economic theory and Business practice”. Explain. (May 2014)

10. "The Discounting Principal and Incremental cost concept are both special Applications of Opportunity cost reasoning" why? (May 2014)
11. Discuss the Nature and scope of Managerial economics. (Jan 2014)
12. Explain the Econometric models and Economic Optimization. (Jan 2014, Jan 2015)
13. Explain the relationship between Risk and Uncertainty. (Jan 2015)
14. Discuss in detail about economics of information. (Jan 2016)
15. Briefly explain about equi-marginal and discounting concepts (Jan 2016)
16. What is managerial economics? Discuss the basic economic tools in managerial economics. (Feb-2017)
17. Discuss the importance of profit maximization as a goal of the firm (Feb-2017)
18. Explain the role of Managerial Economist in a Modern Organization. (May 2017)
19. Explain the role of matrices in economic decision making. (May 2017)
20. Explain the role of managerial economist in modern organization (June 2017)
21. Explain the role of metrics in economic decision making (June 2017)
22. Explain the basic concepts of opportunity cost and didcounting principle with examples (May 2018)
23. Do you support the concepts of profit maximization and wealth maximization give reasons (May 2018)

Unit – II:

SHORT QUESTION:

1. Giffen Goods (May2011, May 2014)
2. Cardinal approach to utility (May2011)
3. Asymmetry of Information (Feb 2011)
4. Market Demand (Feb 2010)
5. Income Sensitivity (Feb 2010)
6. Opportunity Cost (July 2010)
7. Engel's Law (July 2010)
8. Price Elasticity of Demand (July 2010)
9. Consumer Surplus (July 2011)
10. Consumer Equilibrium (Jan 2014)
11. Demand Curve (Jan 2015)
12. Determinates of Demand (May 2014)
13. Cross Elasticity Of Demand (May 2014)
14. Individual Demand (Jan 2014)
15. Income elasticity (Jan 2014)
16. Law of Demand (Jan 2013)

17. Effective Demand	(Jan 2013)
18. Cross Elasticity of Demand	(Jan 2013, June 2016, Feb-2017)
19. Demand schedule	(May 2017)
20. Consumer surplus	(May 2017)
21. Demand schedule	(June 2017)
22. Consumer surplus	(June 2017)
23. Economies of scale	(June 2017)

ESSAY QUESTIONS:

- Distinguish Cross price elasticity of demand from Income elasticity. How pricing decisions are made applying cross elasticity of price? (May 2011)
- between price elasticity and income elasticity of demand. (Feb 2011)
- Explain the law of supply with the help of diagram. (Feb 2011)
- Explain the various types of Price Elasticity of Demand. (Feb 2010)
- Define Cross Elasticity of Demand and how such elasticity differs in case of substitutes and complementary goods. (Feb 2010)
- Distinguish between (July 2010, 2013)
 - Demand for Produces' goods and consumer goods
 - Demand for Durable goods and Non-durable goods
 - Company demand and Industry Demand.
- Explain the following elasticity concepts: (July 2010, Jan 2013)
 - Perfectly Elastic
 - Perfectly Inelastic
 - Unitary Elastic
 - Relatively Elastic
 - Relatively Inelastic
- Explain about Income Elasticity of Demand and how it is useful in Managerial Decision Making (May 2014)
- Discuss the various determinants which enter into demand forecasting of existing product (May 2014)
- State and explain the Law of Demand and state its importance (Jan 2014)
- Critically examine about indifference curve analysis (Jan 2015)
- Discuss about Price elasticity of demand with some examples (Jan 2015)
- Define Cross Elasticity of demand and state its importance (Jan 2014)
- Write about cardinal and ordinal approaches of consumer utility (Jun 2016)

15. Explain about determinants of market demand (Jun 2016)
16. What is utility? Explain the law of marginal utility? (Feb-2017)
17. What is price elasticity of demand? Discuss its importance in business decision making? (Feb-2017)
18. Define elasticity of demand. Discuss the role of elasticity of demand in Managerial decision making. (May 2017)
19. What is meant by demand forecasting? What are the essentials of good forecast? (May 2017)
20. Define elasticity of demand. Discuss the role of elasticity of demand in managerial decision making (June 2017)
21. what is meant by demand forecasting? What are the essentials of good forecast (June 2017)
23. what is the price elasticity of demand? Explain with relevant examples (May 2018)
24. critically examine the theory of law of demand with its limitations (May 2018)

Unit – III:

SHORT QUESTION:

1. Diseconomies of scale (May 2011)
2. Cost control and reduction (May 2011)
3. Marginal Revenue (May 2011)
4. Zero Elasticity (Feb 2011)
5. C-V-P Analysis (Feb 2011)
6. Short-run Costs (Feb 2010)
7. Break-even Analysis (Feb 2010, July 2010, May 2014)
8. Isoquants (July 2010, May 2014)
9. Margin of Safety (Jan 2015)
10. Factor Productivities (May 2015)
11. Long- Run Production Function (Jan 2014)
12. Production Function (May 2014)
13. Learning Curve (Jan 2013)
14. Fixed cost and Variable costs (Jan 2013)
15. Managerial uses of production function. (Jan 2013)
16. Budget line (June 2016)
17. Economic costs (June 2016)
18. Production function (June 2016)
19. Economies of scale (Feb-2017)
20. Economies of Scale (May 2017)

- | | |
|-------------------------|-------------|
| 21. Iso-quant curve | (May 2017) |
| 22. Iso-quant curves | (June 2017) |
| 23. Kinked demand curve | (June 2017) |
| 24. Penetration pricing | (June 2017) |

ESSAY QUESTIONS:

1. Distinguish the law of Diminishing Returns from Returns to Scale.(May2011, Jan2015, May 2014)
2. Explain the properties and limitations of Cobb-Douglas production function. (May2011)
3. Define production function. Explain and illustrate Isoquants and Isocost curves.(Feb2011,Jan 2013)
4. What do you mean by linear production function? And explain with illustrations. (Feb 2011)
5. Distinguish between Production Function and Cost Function and how would you develop the Production Function? (Feb 2010)
6. What are the advantages and limitations of Large-scale Production? (Feb 2010)
7. Distinguish between (July 2010,Jan 2013)
 - a. Total cost, Average cost and Marginal costs and Variable costs
 - b. Historical cost and Replacement cost
 - c. Past and Future costs.
8. Discuss the benefits and limitations if CVP Analysis (Jan 2015)
9. Explain the nature and managerial uses of Production Function (May 2014)
10. Discuss the various Economies of scale (Jan 2014, May 2014)
11. Describe the role of time in cost analysis (June 2016)
12. What Aspects determine the optimal combination of input factors. Explain briefly (June 2016)
13. What is production function? Explain Cobb-Douglas production function (Feb-2017)
14. Explain the different cost concepts use full for managerial decision making? (Feb-2017)
15. Discuss the nature and managerial uses of Production function. (May 2017)
16. What is CVP analysis? Explain the managerial uses of CVP analysis. (May 2017)
17. What are the economies and diseconomies of scale (May 2018)
18. Write in detail about cobb douglas production function (May 2018)

Unit – IV:

SHORT QUESTION:

- | | |
|---------------------------------|---------------------|
| 1. Cartel | (May2011, Jan 2014) |
| 2. Monopolistic competition | (Feb2011) |
| 3. Loss leader pricing strategy | (Feb2011) |
| 4. Pure Competition | (Feb2010) |

5. Monopoly	(Feb2010)
6. Prisoner's Dilemma	(July 2010)
7. Entry Deterrence	(July 2010)
8. Transfer price	(Feb 2011,Jan 2015)
9. Tariffs	(Jan 2015)
10. Skimming Price	(Jan 2015)
11. Market Pricing	(Jan 2015)
12. Perfect Competition –Conditions	(May 2014)
13. Kinked Demand	(May 2014)
14. Nash Equilibrium	(Jan 2013)
15. Peak load pricing	(June 2016)
16. Perfect competition	(June 2016)
17. Price discrimination	(Feb-2017)
18. Kinked demand curve	(May 2017)
19. Penetration pricing	(May 2017)
20. Trade cycle	(June 2017)
21. Inflation	(June 2017)
22. Equi marginal concept	(June 2018)
23. Determinants of demand	(June 2018)

ESSAY QUESTIONS:

1. Explain diagrammatically how price and output decisions are taken by a firm in monopoly market. (May 2011)
2. What is oligopoly market? Write different strategic moves open to firms in oligopoly market. (May2011)
3. How are price and output determined by a firm under perfect competitive market conditions? Explain with diagrams. (Feb2011)
4. How does a monopoly firm decide the optimum quantity in the long run? Explain with diagram. (Feb2011)
5. What is the main feature of oligopoly? How does it differ from Pure Competition? (Feb2010)
6. Critically examine Price as a weapon of Competition. (Feb2010)
7. What is the main feature of Pure Competition? How can a firm adjust its policies to a purely competitive situation? (July2010, Jan 2013)
8. Discuss the main features of monopolistic competition. How can such competition be sustained? (July 2010,Jan 2013)
9. Explain the price determination under monopoly market. (May 2014)
10. Explain the various strategies adopted by firms in Oligopoly market structure. (May 2014)

11. Describe the price determination under monopolistic competition. (Jan 2015)
12. Write in detail about basic of Game Theory (Jan 2015)
13. What is Monopoly? How price and output are determined under monopoly. (Jan 2014)
14. "Under Perfect Competition a firm is a price taker and not a price maker" Explain. (Jan 2014)
15. Examine the role of pricing in a perfectly competitive market (June 2016)
16. Give an overview on pricing and non-pricing strategies (June 2016)
17. Explain the price and output determination in perfect competition? (Feb-2017)
18. Write a short note on
 - a) Administered pricing
 - b) Peak-load pricing
 - c) Transfer pricing
 - d) Penetration pricing (Feb-2017)
19. Discuss the price determination process in an industry in oligopolistic competition (May 2017)
20. Briefly explain various pricing strategies adopted by sellers in modern markets. (May 2017)
21. Define monopolistic competition. What are the characteristics of monopolistic competition market? (June 2018)
22. Outline the reasons of objectives of price rigidity in oligopoly. (June 2018)

Unit – V:

SHORT QUESTION:

1. Philip's Curve (May 2011, Jan 2014)
2. GDP Vs. GNP. (May 2011, Jan 2015)
3. Stagflation (Feb 2011, Jan 2014, May 2014, Jan 2015)
4. Inflation (Feb 2010, June 2016)
5. Economic Growth (Feb 2010)
6. Types of Inflation (July 2010, Jan 2013)
7. Inflation (Feb-2017)
8. Trade cycle (May 2017)
9. Inflation (May 2017)
10. Limitations of CVP analysis (June 2018)
11. Oligopoly (June 2018)
12. Stagflation (June 2018)

ESSAY QUESTIONS:

1. Explain different concepts of national income and their significance. (May2011)
2. Explain Keynes' multiplier concept and its role in income determination. (May2011)
3. Explain the effect of inflation on economic development of a country. (Feb2011)
4. Explain the different phases of Business cycles. (Feb2011)
5. State the problems in the measurement of National Income. (Feb2010)
6. Explain the role of technical progress in economic development. (Feb2010)
7. What is National Income? How it is calculated? What the problems are in calculated on of National Income of a country? (July 2010,Jan 2013)
8. Distinguish between Classical and Keynesian approaches. Which one is most scientific and relevant to a county like India? (July 2010, Jan 2013)
9. What is Inflation? What are the causes for Inflation? (Jan 2015)
10. State the policies to be followed to counter trade cycle. (Jan 2014,2015)
11. What are the different methods of measuring national Income? Which method has been followed in India? (Jan 2014)
12. Explain Keynesian Theory of Employment? How this theory is relevant to India today. (May 2014)
13. What are the various causes for Inflation? (June 2016)
14. Explain about measurement of national income. (June 2016)
15. What is NI? Explain various methods of measuring NI. (Feb-2017)
16. State the different stages of Business cycle. What measures can be taken to solve the Problems arising out of Business cycle? (Feb-2017)
17. Explain the concept of national income and discuss its relevance to business. (May 2017)
18. Discuss the various phases of business cycles. (May 2017)
19. What are the types of causes of inflation? (June 2018)
20. What is meant by National Income? Briefly write about the measures to calculate National Income. (June 2018)

S. No.	Interactive Teaching Learning Session	Learning Groups
1.	<p>GD:</p> <ol style="list-style-type: none"> 1. Is India ready for cashless economy? 2. The future lies with globalization. 3. How privatization should be utilized? 4. For globalization to succeed in India people must be able to see what is in it for them. 	<p>LG 1 & 2</p> <p>LG 3 & 4</p> <p>LG 5 & 6</p> <p>LG 7 & 8</p>

	5. Population of India –An Asset?	LG 9 & 10
2.	<p>GD:</p> <p>6. Globalization is good for developing countries.</p> <p>7. India can be world class players in manufacturing industry as it is in IT & BPO sector.</p> <p>8. Are MNCs superior to Indian companies?</p> <p>9. Why we need smart cities?</p> <p>10. Jan Dhan Yojana- Pros or Cons.</p>	<p>LG 11 & 12</p> <p>LG 13 & 14</p> <p>LG 15 & 16</p> <p>LG 17 & 18</p> <p>LG 19 & 20</p>
3.	<p>Case study:</p> <p>1. Conflict in McDonald and Pizza Hut, Managerial Economics, Sumitra pal Pg.no.133</p>	LGs1-10
4.	<p>Case Study:</p> <p>6. Demand function in the Indian Auto Industry , Managerial Economics, Sumitra pal,pg.no.182</p>	LGs 11-20
5.	<p>Debate:</p> <p>1. Is disinvestment really good for India?</p> <p>2. Market left to themselves encourage greed.</p> <p>3. We need drinking water not Coke or Pepsi in rural area.</p> <p>4. Is consumer really the king in India?</p> <p>5. FDI –boon or bane?</p>	<p>LG 1 & 2</p> <p>LG 3 & 4</p> <p>LG 5 & 6</p> <p>LG 7 & 8</p> <p>LG 9& 10</p>
6.	<p>Debate:</p> <p>6. GST- to be or not to be?</p> <p>7. Privatization will lead to less corruption.</p> <p>8. Swach Bharat Abhiyan – Duty or</p>	<p>LG 11 & 12</p> <p>LG 13& 14</p> <p>LG 15 & 16</p>

	<p>Responsibility?</p> <p>9. Job Vs Start ups</p> <p>10. Public Vs Private</p>	<p>LG 17 & 18</p> <p>LG 19 & 20</p>
7.	<p>Seminars:</p> <p>1. Inflation : Types</p> <p>2. Inflation: Causes & Measures</p> <p>3. The Impact of unemployment on India Economy</p> <p>4. Dollar Vs. INR</p> <p>5. GST: Pros & Cons</p> <p>6. Net banking : Impact on India Economy</p> <p>7. Impact of customer's taste & preference on pricing a product</p> <p>8. Digitalization : Impact on India Economy</p> <p>9. Make in India –Future Prospects</p> <p>10. Gold as Investment Option</p>	<p>LG 1</p> <p>LG 2</p> <p>LG 3</p> <p>LG 4</p> <p>LG 5</p> <p>LG 6</p> <p>LG 7</p> <p>LG 8</p> <p>LG 9</p> <p>LG 10</p>
8.	<p>Seminars:</p> <p>11. Consumer Utility</p> <p>12. Demonetization</p> <p>13. How to break cycle of poverty?</p> <p>14. Should India be a member of IMF?</p> <p>15. Merits & Demerits of Cashless Economy</p>	<p>LG 11</p> <p>LG 12</p> <p>LG 13</p> <p>LG 14</p> <p>LG 15</p>
9.	<p>Seminars:</p> <p>16. Role of Niti Ayog in Indian Economy</p> <p>17. Social Network Sites : A way to encourage cross-culture</p>	<p>LG 16</p> <p>LG 17</p> <p>LG 18</p>

	<p>18. Globalization Vs Nationalization</p> <p>19. Health –Care : Impact on India Economy</p> <p>20. Impact of 100% FDI on Automobile sector on Indian Economy</p>	<p>LG 19</p> <p>LG 20</p>
10.	<p>Case Study:</p> <p>1. Monopoly : Indian Railways & its performance (https://www.ukessays.com/essays/economics/monopoly-case-study-indian-railways-and-its-performance-economics-essay.php)</p>	<p>LG 1-LG 10</p>
11.	<p>Case Study:</p> <p>Production function : Xerox Corporation http://www.nec.com/en/case/fujixerox/pdf/brochure.pdf</p>	<p>LG 11- LG 20</p>
12.	<p>Debate:</p> <p>1. Chinese Goods Vs Indian Goods</p> <p>2. Is disinvestment really that good for India or is a rethink in order?</p> <p>3. Globalization vs. Nationalism</p> <p>4. India needs more job creators than job seekers</p> <p>5. Economic freedom not old fashioned theories of development will lead to growth and prosperity</p>	<p>LG 1 & 2</p> <p>LG 3 & 4</p> <p>LG 5 & 6</p> <p>LG 7 & 8</p> <p>LG 9 & 10</p>
13.	<p>Debate:</p> <p>6. Indian villages - our strength or our weakness?</p> <p>7. Privatization of higher education – Good or Bad</p> <p>8. Is Bit coin a currency Revolution ?</p> <p>9. Which needs more investment - agriculture or industries?</p> <p>10. 100 percent FDI in E commerce - what it means to retail business?</p>	<p>LG 11 & 12</p> <p>LG 13 & 14</p> <p>LG 15 & 16</p> <p>LG 17 & 18</p> <p>LG 19 & 20</p>
14.	<p>GD:</p> <p>1. Inflation and its social effects</p> <p>2. Why indigenous products couldn't compete with</p>	<p>LG 1 & 2</p>

	<p>international brands in consumer market?</p> <p>3. Economy driven by Profit, Are we losing Ethical Values?</p> <p>4. Gram Uday Se Bharat Uday Abhiyan</p> <p>5. Knowledge based economy is important to achieve the economic boom of India</p>	<p>LG 3 & 4</p> <p>LG 5 & 6</p> <p>LG 7 & 8</p> <p>LG 9 & 10</p>
15.	<p>GD:</p> <p>6. Technology is a double edge sword</p> <p>7. Rural development is the right answer to unemployment problem.</p> <p>8. The rise of sharing economy.</p> <p>9. Start-Up India, Stand Up India - Prospering Entrepreneurial Culture</p> <p>10. Economical Changes Brought by Modi's Govt.</p>	<p>LG 11 & 12</p> <p>LG 13 & 14</p> <p>LG 15 & 16</p> <p>LG 17 & 18</p> <p>LG 19 & 20</p>
16.	<p>Seminars:</p> <p>1. Market demand determinants</p> <p>2. Types of price elasticity</p> <p>3. Price elasticity & decision making</p> <p>4. Types of income elasticity</p> <p>5. Cross elasticity of demand</p> <p>6. significance of the concept of elasticity of demand</p>	<p>LG 1</p> <p>LG 2</p> <p>LG 3</p> <p>LG 4</p> <p>LG 5</p> <p>LG 6</p>
17.	<p>Seminars:</p> <p>7. Demand forecasting</p> <p>8. Steps involved in forecasting</p> <p>9. Determinants of demand forecast</p> <p>10. Methods of demand forecasting</p> <p>11. The rationale for the firm</p>	<p>LG 7</p> <p>LG 8</p> <p>LG 9</p> <p>LG 10</p>

		LG 11
18.	Seminars: 12. profit in a market system 13. Economics & decision making 14. Price leadership 15. Oligopoly 16. Pricing strategies	LG 12 LG 13 LG 14 LG 15 LG 16
19	Seminars: 17. Monopoly 18. Peak-load pricing 19. Duopoly 20. Managerial application of elasticity of demand	LG 17 LG 18 LG 19 LG 20

SUBJECT: MB 105: IT APPLICATIONS FOR MANAGEMENT

CONTENTS:

1.SYLLABUS

2.SUGGESTED BOOKS

- c. TEXT BOOKS**
- d. REFERENCE BOOKS**

3.WEBSITES

4.JOURNALS

- e. INTERNATIONAL**
- f. NATIONAL**

5. COURSE OUTCOME

6. SESSION PLAN

7. QUESTION BANK

8. CASE STUDIES

SUBJECT: MB 105: IT Applications for Management

Objective and Relevance :

IT application management is responsible for managing application throughout their lifecycle. This process plays an important role in the application – related aspects of designing , testing, operating and improving IT services as well as in developing the skills required to operate IT organization’s applications .Application management is an outgoing activities, as opposed to application development which is typically a one-time set of activities to construct application.

Scope :

Information Technology is a rapidly advancing technology creating an unprecedented demand for qualified IT professionals. It is used to drive useful Information Systems. The IT Applications for Management makes the career opportunities endless. Information Technology plays an important role in business management regardless of the kind of enterprise. The syllabus has been designed to give fundamental concepts needed to lay strong foundation and pursue any endeavour in IT field. It equips students to manage their business with greater accuracy and efficiency.

A primary focus is the value creation made possible by technology. This requires the alignment of technology and business strategies. The curriculum provides students with the technical knowledge, management knowledge and skills needed to effectively integrate people, business processes and information and communication technologies in support of organizational strategic goals.

SYLLABUS

UNIT :- I

This unit introduces to the student the fundamental concepts of Information System. It contributes to the general framework of concepts and facts that we know. Information relies on the context and the recipient’s general knowledge for its significance .

Syllabus: Concept of Information Systems

Need for Information Systems – Business in the Information age, Information systems Concepts, Computer Based Information Systems – Categories of Information Systems – Operational Support Systems – Management Support Systems – Strategic Information Systems.

UNIT: - II

This unit introduces to the student the fundamental elements of computer system which includes hardware, software, multimedia and network technologies. Maintain a reliable and scalable Information Technology infrastructure, enabling innovative uses of Technology for Educational excellence.

Syllabus : Technology for Information System

Computer Hardware-I/O Devices, Memory Devices, Processor – Software – Application & Systems Software – Multimedia – Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication & Computer Network – Definition, Types – Network Topologies – Network Devices, Wireless Networking, Internet,

UNIT:-III

This unit introduces to the students regarding the three levels of managers and their responsibilities and top level managers information systems such as DSS and importance of Artificial Intelligence and types of databases.

Syllabus: Intra organizational Systems – Management Information Systems- Decision Support Systems- types of DSS, Architecture of DSS, Artificial Intelligence, Intelligent Systems, types of intelligent systems, intelligent agent. Database Concepts- Definition Advantages, Disadvantages– Types of Databases –Definition of Distributed Databases.

UNIT :- IV

This unit introduces to the students to develop and implement a plan and budget for appropriate network wide technical support. It explains the importance of funds transfer from one place to another place electronically and gives the importance of cloud and mobile communication.

Syllabus: Inter Organizational Systems

Inter Organizational- Global Information Systems, Electronic Data Interchange (EDI),

Electronic Funds Transfer (EFT) –Extranets, E-Commerce Overview- E-commerce applications, Mobile Commerce, E-Governance- Emerging Trends in Computing – Cloud Computing, Grid computing, Mobile Computing, Mobile Applications- their advantages & disadvantages

UNIT:-V

This unit introduces to the students to maintain secure Information Technology environment ensuring the confidentiality, integrity and availability of critical information and systems,

monitor and protect the network from threats posed by malicious entities located inside and outside the network.

Syllabus: Information Security & Laws

Need For Security - Security Threats & Attacks- Malicious Software, Hacking, Security

Services-Security Mechanisms - Cryptography, Digital Signature, Firewall- Types of

Firewall-Identification & Authentication–Biometric Techniques–Other Security Measures
Security Policy, Need for legislation, cyber policy- cyber laws- cyber security issues in India,
salient features of IT ACT.

Suggested Books:

T1. Turban, Rainer and Potter, “Introduction to Information Technology”, John & Wiley Sons.

T2 Anita Goel, “Computer Fundamentals”, Pearson.

T3 Ramesh Behl, “Information Technology for Management”, McGraw-Hill Companies.

T4. Ken Laudon, Jane Laudon & Rajnish Dass, “Management Information System”, 11th
Edition, Pearson.

T5. B. Muthukumar, “Information Technology for Management”, 2010, Oxford.

T6. Alex Leon & Mathew Leon, “Fundamentals of Information Technologies”, 2009, Vikas, 2nd
edition

T7. S. Sudalaimuthu & S. Anthony Raj, “Computer Applications of Business”, 2010,

Introduction to the Authors:

T1) Turban, Rainer and Potter:

a) Turban is currently a visiting scholar with the Pacific Institute for Information Systems Management College of Business University of Hawaii at Manoa . He obtained his MBA and Ph.D degree from University of California, Berkeley.

b) Rainer is George Phillips Professor of Management Information Systems at Auburn University , Auburn , Alabama.

c) **Richard Potter** is an Asst Professor of information and decision sciences in the college of business administration at the university of Illinois at Chicago

T2) Anitha Goel is a physician in the United States. She is globally recognized for her pioneering research in Nano , bio physics, particularly for the study of molecular mechanics beside reading and writing of Information in business.

T3) Ramesh Behl Prof. Ramesh Behl is the Director and Professor at International Management Institute, Bhubaneswar and a full Professor at IMI Delhi. Prof. Ramesh Behl is credited with building and transforming IMI Bhubaneswar to an institution of National importance. Prof. Behl is a United Nations fellow on Information Systems and International Operations and a SAP Certified Consultant.

T4) Kenneth Laudon Graduated From Stanford University and Has A Ph.D from Columbia University. He Known for Privacy, Information Systems and E-Commerce. Kenneth is a Professor of Information Systems at the Stren School of Business at New York University.

T5) B Muthukumaran is the Author of Books such as Information Technology for Management.

T6) Alex Leon is a senior cyber security and risk management professional at Financials services sector .

Mathew Leon is a graduate student research assistant at Hock Lab, Massachusetts general hospital. He highlighted some of the important features for the managers for self development required for the growth of the organization

T7) S. Sudalaimuthu is a Vice Chancellor of Alagappa University . He highlighted some of the important characteristics required for an entrepreneur like confidence on oneself, developing the right frame of mind and improved communication skills.

S. Anthony Raj has 14 yr of teaching experience at post graduate level .

He specializes in International Business and Marketing . His Ph.D research was on logistic management .

Unitwise syllabus coverage:

T1.:Turban, Rainer and Potter, “Introduction to Information Technology”,

:This book covers :90% of Unit :I ,60% of Unit II, 70% of Unit III, 100% Of Unit IV,

80% of Unit V

T2: T2 Anita Goel, “Computer Fundamentals”, Pearson.

This book covers :100% of Unit II

T3 Ramesh Behl, “Information Technology for Management”, McGraw-Hill Companies.

This book covers 90% of Unit :I, 70% of Unit III

T4. Ken Laudon, Jane Laudon&RajnishDass, “Management Information System”, 11th Ed. Pearson.

This book covers :80% of UnitI, 70% of Unit III

T5. B. Muthukumar, “Information Technology for Management”, 2010, Oxford.

This book covers :50% of UnitI, 40% of UnitIII,60% of Unit IV, 40% of Unit v

T6. Alex Leon & Mathew Leon, “Fundamentals of Information Technologies”, 2009, Vikas, 2nd Ed.

This book covers :50% of Unit III, 60% of Unit IV, 40% of Unit V

T7. S. Sudalaimuthu& S. Anthony Raj, “Computer Applications of Business”, 2010,

This book covers :50% of UnitI, 60% of Unit III, 40% of Unit IV

COURSE OUTCOME

CO1.Have an in-depth knowledge of IT enabled competitive advantage and organizational change.

CO2.Grasp essential of major components of Information technology and various information systems.

CO3.Become familiar in the use of tools such as Excel, Word and power point for modelling and solving Business problems.

CO4.Become familiar about the design and implementation issues related to the development of information systems for Business applications.

SESSION PLAN

S.No	Lecture No	Topics as per OU syllabus	Module Number	Contents	Suggested Books	Page Numbers	Program Outcome and Course Outcome
UNIT-I: CONCEPTS OF INFORMATION SYSTEMS							
1	L1	Need for Information Systems	M1	IT is very interesting, IT offers career opportunities, IT is used in all departments.	T1-Ch1.2	12-14	CO1PO8
	L2	Business in the Information Age	M2	Pressures and responses	T1-Ch1.1	3-12	CO1PO3
	L3	Information System concepts and computer Based IS	M3	Data, Information, Knowledge. Hardware, Software, Database, Network, Procedures, People.	T1-Ch1.3	15-17	CO1PO5
	A1	Activity Seminar	Types of IT capabilities and Their Roles in competitive advantage, Strategic Information system Information system concepts		http://www.tandfonline.com/doi/abs/https://eternalsunshineofthemind.wordpress.com/2013/03/10/strategic-information-system-sis/https://mitpress.mit.edu/sites/default/files/titles/content/9780262015387_sch_0001.pdf		
	L4	Operational Support System	M4	TPS,OAS	T2-ch11.8	225-230	CO1PO9
	L5	Management Support System	M5	MIS, DSS, EIS	T2-ch 11.9	225-230	CO1PO8
	L6	Strategic IS	M6	SIS	T3	39-56	CO1PO8
	A2	Activity Group Discussion	IS Support to Business functions		http://smallbusiness.chron.com/three-fundamental-roles-information-systems-business http://www.researchgate.net/publication/264556488_The_Role_of_Different_Types_of_Information_Systems_In_Business_Organizations_A_Review		
UNIT-II TECHNOLOGY FOR INFORMATION SYSTEMS							

2	L7	Information Technology Infrastructure	M1	Computer Hardware	T1-Ch.3.1	56-62	CO2PO2
	L8	Computer Memory	M2	Memory capacity, primary storage, Secondary storage etc	T1-Ch.3	62-70	CO2PO8
	A3	Activity Seminar	Wireless networks (Internet, Intranet) Network Devices Network Topologies		https://community.ubnt.com/t5/UniFi-Wireless/Create-three-different-wireless-networks-Intranet-Internet-and/td-p/1345092 https://en.wikibooks.org/wiki/Network_Plus_Certification/Devices/Common_Devices http://wifinotes.com/computer-networks/network-topology.html		
	L9	Memory Devices	M3	Memory Capacity, Primary Storage	T1-Ch3.3	62-65	CO2PO1
	L10	Secondary Storage, Processor	M4	Magnetic Disk, Memory Cards, Expandable Storage	T1-Ch-3.3	65-68	CO2PO2
	L11	Application & system software	M5	System control programs, System Support programs, Types of application S/W	T1-Ch4.2,4.3	96-106	CO2PO8
	A4	Activity Group Discussion	Significance of Multimedia		http://learn.org/articles/What_is_Multimedia_Technology.html http://www.vroma.org/ www.dlab.irtc.org.ua/edl/Davis.htm		
	L12	Computer Network	M6	Definition, Types of network topologies	T1-Ch-9.6.2	178-181	CO2PO1
	L13	Network	M7	Network Devices, Wireless Networking	T2-ch 9.6.4	184-189	CO2PO2
UNIT-III INTRA ORGANIZATIONAL SYSTEMS							
3	L14	Management Information System	M1	Management Information System	T2ch11.9	228	CO3PO3
	L15	Decision Support systems	M2	Meaning of DSS,	T3 ch9, T2 ch11.9.2	355-360 229-231	CO3PO3
	L16	Types of DSS	M3	Types of DSS, and	T3ch9	363-394	CO3PO3

				its benefits			
	A5	Activity Seminar	Types of DSS, Elements of Multimedia, Artificial Intelligence		http://www.gdrc.org/decision/dss-types.html http://learningarea4a.blogspot.in/2010/07/multi-media-elements-lesson-24.html http://www.livescience.com/55089-artificial-intelligence.html		
	L17	Architecture of DSS	M4	Architecture of DSS	T1-Ch5.1	164-169	CO3PO3
	L18	Artificial Intelligence	M5	People reason, computers reason, forms of AI	T2-Ch7.2	209-218	CO3PO1
	L19	Intelligent System	M6	Intelligent System, Types of Intelligent System	T4-Ch12.2	535-539	CO3PO8
	L20	Intelligent System	M7	Intelligent agent	T4-Ch14.6	626	CO3PO5
	L21	Data Base Concepts	M8	Normalization, Advantages and Disadvantages	T4 -ch-7.8	232-235	CO3PO8
	L22	Types of data bases	M9	Definition of distributed Data bases	T5 -ch-7.8	228-232	CO3PO5
	A6	Activity Group Discussion	Impact of M-commerce Services & Application in today's Business		http://www.slideshare.net/Zoyabennet/the-mobile-commerce-impact-from-characteristics-to-implementation http://www.iima.org/CIIMA/13%20CIIMA%207-1-07%20Hsieh%2087-100.pdf		
UNIT-IV INTER ORGANIZATION SYSTEMS							
4	L23	Inter Organizational	M1	Inter Organizational	T1 ch 7.8	225-227	CO2PO2
	L24	Global Information system,	M2	Global Information system,	T1-ch 10.6	448	CO2PO8
	A7	Activity Seminar	Emerging trends in computing, Electronic Data Interchange, Electronic Fund Transfer		http://www.managementstudyguide.com/emerging-trends-in-information-technology.htm http://edinotes.blogspot.in/2011/11/e-commerce-edi-basics.html http://study.com/academy/lesson/what-is-an-electronic-funds-transfer-definition-process-		

					benefits.html		
	L25	Electronic Data Inter Change	M3	Electronic Data Inter Change	T1-ch 9.7	320-327	CO2PO8
	L26	Electronic Fund Transfer	M4	Extranets	T1 ch 7.8	301-307	CO2PO9
	L27	E-Commerce over view	M5	over view and its Application	T1-ch 9.1,9.4	275-298	CO2PO8
	L28	Inter Organizational	M6	E-governance	T6 ch 6.1	159-161	CO2PO9
	L29	Inter Organizational	M7	Emerging trends in computing	T6 Ch 6.2	163-180	CO2PO8
	L30	Mobile Applications	M8	Advantages and Disadvantages	T7 ch 7.2	201-210	CO2PO8
	A8	Activity Group Discussion	Biometric authentication: what method works best?		http://www.technovelgy.com/ct/Technology-Article.asp?ArtNum=16 http://www.technovelgy.com/ct/Technology-Article.asp?ArtNum=12		
UNIT-V INFORMATION SECURITY AND LAWS							
5	L31	Need For security	M1	Need For security	T2-ch 14.1	284-285	CO3PO2
	A9	Activity Seminar	Cyber policy, Types of Firewall, Needs for security, Security Mechanisms		https://www.scribd.com/document/332680108/Cyber-Security-Policy-Notes http://searchnetworking.techtargget.com/tutorial/Introduction-to-firewalls-Types-of-firewalls http://www.boran.com/security/IT1x-7.html		
	L32	Security threats and attacks	M2	Malicious software,Hacking,	T2-ch 14.1	290-295	CO3PO8
	L33	Security Services	M3	Hacking Security Services	T2-14.4,14.5	288-290	CO3PO9
	L34	Security mechanisms	M4	Cryptography, Digital signature	T2 CH 14.8	290-294	CO3PO8
	L3	Firewall	M5	Types of Fire wall	T2 ch 14.10	295-297	CO3PO8

L36, 37	Firewall	M6	Identification & Authentication, Biometric Techniques, other security measures	T2 ch 14.10	297-300	CO3PO8
A10	Activity Group Discussion	IT in our day to day life		http://essay-topics-for information technology.php		
L38, 39	Security Measures	M7	Security policy, Needs for Legislation	T2 ch 14.11	300-301	CO3PO8
L40	Cyber Policy	M8	Cyber laws, Cyber security in India	T2 ch 14.13	310-320	CO3PO2
L-41	IT Act	M9	Salient features of IT act	T2ch 14.15	350	CO3PO8
A11	Quiz			From Complete Syllabus		

WEBSITES:

1. www.iit.net
2. www.iitdevelopers.net
3. www.dci.in
4. www.techtutorials.com

JOURNALS:

INTERNATIONAL

1. Journal of Information technology education.
2. HCLP research issues in E-commerce
3. Foundation of Computer Science.
4. Journal of Research and Practice in information technology

NATIONAL

1. Indian Journal of Computing Technology
2. National Journal Group Resources on BNET
3. CSI Communication.

CO1. Have an in-depth knowledge of IT enabled competitive advantage and organizational change.

CO2. Grasp essential of major components of Information technology and various information systems.

CO3. Become familiar in the use of tools such as Excel, Word and power point for modelling and solving Business problems.

CO4. Become familiar about the design and implementation issues related to the development of information systems for Business applications.

QUESTION PAPERS:

SHORT QUESTIONS

Unit 1

- | | |
|---------------------------------------|-----------------------|
| 1. Define Information System | (May 2015, Feb 2014) |
| 2. What is Operational Support System | (Dec 2012) |
| 3. Need for Information systems | (May 2015, Feb 2014) |
| 4. Management support systems | (Dec 2012) |
| 5. Strategic information system | (Jan 2015) |
| 6. Functional information system | (Jan 2014, Jan 2015) |
| 7. Systems planning | (Dec 2012) |
| 8. System development | (Jan 2014, Jan 2015) |
| 9. Operational Information Systems | (Feb 2017) |
| 10. Management information system | (August 2017) |
| 11. Information systems | (Jan 2018) |

Unit 2

- | | |
|--|----------------------|
| 1. Define the terms software and hardware. | (Dec 2014) |
| 2. What is intranet? | (Jan 2016) |
| 3. What is Data Communication? | (Jan 2016) |
| 4. Multimedia | (Dec 2012) |
| 5. Application software and systems software | (May 2015, Feb 2014) |
| 6. Wireless networking | (Jan 2016) |
| 7. Importance of Internet | (Feb 2017) |

- | | |
|-----------------------------|---------------|
| 8. Network Topologies | (August 2017) |
| 9. Input and Output devices | (Jan 2018) |

Unit 3

- | | |
|---------------------------|---------------------|
| 1. SDLC | (Jan 2016) |
| 2. Intelligent agent | (Dec 2012) |
| 3. Distributed data bases | (Jan 2016) |
| 4. SDLC | (Jan 2014,Jan 2015) |
| 5. MIS | (Jan 2016) |
| 6. Types of DSS | (Feb 2017) |
| 7. Intelligent agent | (Aug 2017) |
| 8. Architecture of DSS | (Jan 2018) |

Unit 4

- | | |
|-------------------------------------|----------------------|
| 1. Explain e-commerce applications. | (May 2015, Feb 2014) |
| 2. E-Governance | (Dec 2012) |
| 3. Grid computing | (Jan 2016) |
| 4. Cloud Computing | (Jan 2016) |
| 5. E-Commerce | (Jan 2014, Jan 2015) |
| 6. Cloud computing | (Feb 2017) |
| 7. Electronic data interchange | (Aug 2017) |
| 8. what is EDI | (Jan 2018) |

Unit 5

- | | |
|---------------------|------------|
| 1. What is Hacking? | (Jan 2016) |
|---------------------|------------|

- | | |
|--------------------------------|----------------------|
| 2. What is data flow analysis? | (Dec 2012) |
| 3. What is Primary key? | (Dec 2012) |
| 4. Encryption | (Jan 2015) |
| 5. Firewall | (Jan 2014, Jan 2015) |
| 6. Hacking | (Jan 2014, Jan 2015) |
| 7. Types of Firewall | (Feb 2017) |
| 8. Cyber policy | (Aug 2017)\ |
| 9. Need for security policy | (Jan 2018) |

ESSAY QUESTION:

Unit 1

- | | |
|--|----------------|
| 1. What is the need for Information Systems in Business | (June 2016) |
| 2. Discuss the main categories of Information System. | (June 2016) |
| 4. Explain the categories of Information System. | (June 2016) |
| 5. Define the following terms | (Dec 2012) |
| a) Operational Support System | |
| b) Management Support System | |
| c) Strategic Information System | |
| 6. How information systems support the business functions? | (Jan/Feb 2016) |
| 7. Discuss the main categories of Information Systems. | (JUNE 2016) |
| 8. Explain the categories of information system. Discuss the significance of operational Support system? | (May 2016) |
| 9. Explain the functional information system. Discuss the information system support to Business function to the organization with the examples? | (May 2016) |
| 10. Explain the concept of information system. Discuss the need for information systems | |

at present.

(Feb 2017)

11. What do you understand by strategic information systems? Give some examples.

(Feb 2017)

12. What do you understand by information system? Examine the need and importance of information system.

(Aug 2017)

13. Write briefly about different categories of information systems? .

(Aug 2017)

14. Explain the significance of IT in the modern business world

(JAN 2018)

15. Write the benefits of strategic information system

(JAN 2018)

Unit 2

1. Explain Multimedia Applications.

(June 2016)

2. Explain the computer hardware devices and Memory devices.

(Dec 2012)

3. Describe the multimedia Applications

(Dec 2012)

4. Describe about the Network Topologies.

(Dec 2012)

5. Discuss the input and output devices.

(Jan/Feb 2016)

6. What is networking? Describe the various types of Network topologies of LAN?

(Jan 2015)

7. Discuss the characteristics, elements and application of multimedia in a Business

Organization?

(Jan/Feb 2016)

8. Discuss the Network Topologies types, Network Devices and Wireless Networking.

(May 2016)

9. What is meant by wireless networking? What are its advantages and disadvantages?

(Feb 2017)

10. What are the significant characteristics of Multimedia?

(Feb 2017)

11. Define multimedia? What are the characteristics of multimedia

(Aug 2017)

12. "Internet has changed thr IT environment in India". Discuss (Aug 2017)
13. Explain the features and merits of various computer memory devices (Jan 2018)
14. What is data communication? Explain the components and process of communication system. (Jan 2018)

Unit 3

1. Explain about the types of DSS. (Dec 2012)
2. Breaflly description about the Architecture of DSS (Jan 2015)
3. Description about the types of intelligent systems. (Jan 2015)
4. Describe about the types of Databases?
5. Explain the Database Management System. Discuss the models of Database Structures? (Jan 2015)
6. What do you mean by normalization? Explain First NF, Second NF and Third NF. (Jan 2014)
7. What is Traditional system development lifecycle (SDLC) and alternative methods for System development used today? (Feb 2015)
8. Discuss Normalization, types of databases useful to a business organization. (Feb 2015)
9. What do you understand by the concept of Database? What are the types of data bases? (Feb 2017)
- 10 What is meant by Intelligent System? Briefly explain about types of intelligent Systems. (Feb 2017)
11. What is meant by DSS? Briefly write about types of DSS (Aug 2017)
12. What do understand by Intelligent System? What are the types of intelligent system (Aug 2017)
13. Explain different types of Intelligent systems (Jan 2018)
14. what is DBMS? Explain the types of data bases along with their merits and demerits

(Jan 2018)

Unit 4

1. Explain about the Global Information System (Dec 2012)
2. What is Electronic Data Interchange? (Jan 2015)
3. Describe about E-commerce Applications. (Jan 2015)
4. Explain about the cloud computing and its advantages and disadvantages. (Dec 2012)
5. Describe about the electronic fund transfer and its process? (Jan 2014)
6. Describe about the electronic fund transfer and its process. (Jan 2015)
7. What is M-commerce? Explain its services and applications. (Jan/feb 2016)
8. What is E-Commerce? Discuss its applications in business transactions. (May 2016)
9. What are the emerging trends in computing? How are they useful to a business of an Organization? Explain with the examples?. (Jan/feb 2016)
10. "E-Commerce is playing a vital role in the changing IT environment in India".Discuss. (Feb 2017)
11. Outline the advantages of Mobile Computing. (Feb 2017)
12. Describe briefly about the advantages and dis advantages of Mobile Applications. (Aug 2017)
13. E-Commerce has gained lot of importance in the present day changing business environment". Discuss (Aug 2017)
14. What is E-Commerce? Explain various models of E- Commerce. (Jan 2018)
15. What is Cloud computing? Explain about nerits and demerits of cloud computing (Jan 2018)

Unit 5

1. Explain the need for data security and security policy. (May 2016)
2. What is Encryption? Discuss the types of Encryption . (June 2016)
3. Discuss the different types of security measures available to protect information systems of today? (Feb 2015)

4. What do you mean by biometric authentication? Explain the types of biometrics.
(Jan/Feb 2016)
5. What is the need for security in a business organization? Explain the benefits of security System in an organization? Explain with examples? (May 2016)
6. Briefly write about the need for implementation of cyber laws in India. (Feb 2017)
7. Explain the salient features of IT Act. (Feb 2017)
8. What are the salient features of IT Act (Aug 2017)
9. What is Firewall? What are the types of Firewall ? (Aug 2017)
10. Explain the significance of Bio-Metric Techniques and other security measures. (Jan 2018)
11. What is Firewall? Explain the different types of Firewalls. (Jan 2018)

SUBJECT: MB 106: IT COMPUTER –LAB MS-EXCEL

Unit – I:

Introductory concepts of MS-EXCEL spreadsheet:

Creating, Naming, Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic. Formatting cells and Cell referencing. Creating and using formulae and Functions. Use of Copy, Move and Paste Options.

Unit II:

Data And Graphical Options:

Filling a series, Sorting data, querying of data. Working with graphs and charts.

Unit III:

Advanced Options of MS-EXCEL:

- a) Statistical tools – use statistical functions such as Average, Standard Deviation, ANOVA, etc.
- b) Financial Tools – use of Financial Functions such as NPV, IRR etc.
- c) Date Functions d) Building Simple Macros.

MS-ACCESS

Unit IV –

Introduction to MS-ACCESS:

Creating database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels.

Unit V:

Transfer of data between Excel & Access.

Suggested Books:

- T1. David Whigham, “Business Data Analysis Using Excel”, Oxford University Press, Indian Edition.
- T2. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”.
- T3. R & D, “IT Tools and Applications”, Macmillan India Ltd.
- T4. Sanjay Saxena, “A First Course in Computers – Based on Windows Office XP”, Second Edition – Vikas Publishing House.
- T5. P. Sudharsan & J. Jeyabalan, “Computers Systems & Applications”,

Introduction to the Authors:

T1. David Whigham joined the University of Maryland eastern shore athletic dept in August 2011 and served as the Assistant Director of media relations. Taking thematic approach to the use of Excel spreadsheets in introductory business data analysis, this text has been designed to explain the overall nature of what is to be achieved and also the instructions pertaining to ‘ how it is to be done’.

T2. Paul Cornell has been with Microsoft for 5 yrs , serving as an inside sales representative , sales trainer and a documentation specialist . For the last 2yrs, he has been working as a writer and editor in office user assistance. He also currently works for the MSDN online office developer center and MS Office business intelligence initiative.

T3. R & D, “IT Tools and Applications , this text has been designed to explain the overall nature of what is to be achieved and also instructions of how it is to be done.

T4. Sanjay Saxena, is group manager – RESO (Real estate site operations /facilities management at IBM India. Taking thematic approach to the use of Excel spreadsheets in introductory business data analysis, this text has been designed to explain the overall nature of what is to be achieved and also instructions of how it is to be done.

T5. P. Sudharsan & J. Jeyabalan authors of the book Computer Systems and Applications has been designed for the course on fundamentals of the introduction of computers for both

undergraduate and post graduate students of all universities of India. It integrates all the basic concepts and latest information about the computers.

Microsoft Excel:

Introduction to Microsoft Excel:

Objective:

MS Excel is a component of Ms-Office. It is known as a spreadsheet package. It is used mainly for calculation purpose. It deals with characters and numbers. The older versions used are lotus 123, VisiCalc etc.

- ❖ The default file name in Excel is BOOK1. We call the files in Excel as workbooks. The extension of workbooks is XLS. Apart from other tools like standard and formatting tool bars, in Excel, there is another tool bar known as formula bar present below the formatting bar. This formula bar contains a name box to the left of it where you can get the address of the active cell.
- ❖ In a workbook, you have worksheets where you have to work. By default, 3 sheets are present and you can insert a maximum of 255 worksheets in a workbook. You can switch between the sheets by clicking on them. In a worksheet, you will have cells, which are a combination of rows and columns. A maximum of 65,536 rows and 256 columns are present. Columns are numbered from A,B,C,.....Z, AA, AB,...IV and rows are numbered from 1 to 65536. a pointer known as Cell pointer is used to identify the active cell. The address of the cell is given by its column name and row number like B25, C5 etc. you can navigate throughout the worksheet by using the arrow keys.

Sl. No.	Unit	Syllabus	Modules	Sub Modules	Practical No.	Suggested Books
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1	Unit-I	Introductory concepts of MS-EXCEL spreadsheet:	Creating, Naming	Formatting cells,	L1	T1,T2
			Saving Worksheets.	Auto format,		
			Editing and	conditional		
			Printing of	formatting		
			Worksheets. Data	Functions , Rules	L1	T1,T2
			Entry	for using function		
		Data Entry	Mathematical &	L2	T1,T2	
			Trigonometric			
			functions ,date &			
			time functions			
		Automatic	Charts ,types of	L2	T1,T2	
		Formatting cells	charts, logical			
		and Cell	functions ,			
		referencing.	Inserting a			
		Creating and using	function			
		formulae and	Automatic	L3	T1,T2	
		Functions	Formatting cells			
		Use of Copy, Move	and Cell			
		and Paste Options.	referencing			
			Creating and	L3	T1,T2	
			using formulae			
			and Functions			

2	Unit-II	Introductory		Use of Copy, Move and Paste	L4	T1,T2,T5
		concepts of		Options.		
		MS-EXCEL	MS-EXCEL	Create an MS-EXCEL	L5	T1,T2,T5
		Experiment(1)		worksheet to illustrate sorting		

		spreadsheet:	Experiment(2)	Create worksheet with the following fields Empno,Ename,BP,TA,DA,HR, HRA etc	L5	T1,T2,T5
			Experiment(3)	Create an Excel sheet with the fields as Rollno,Name,Marks and percentage	L6	T1,T2T5
			Experiment(4)	Create an Excel sheet for the monthly sales of a product and also represents a data by using bar charts	L6	T1,T2
3	Unit-III	Advanced Options of MS-EXCEL:	a) Statistical tools	Use of Statistical functions such as average, Standard Deviation, ANOVA etc.	L7	T1,T2
				use of Financial Functions such as NPV, IRR etc.	L7	T1,T2
			&	Date Functions, Building Simple Macros.	L8	T1,T2
				b) Financial Tools	Building Simple Macros.	L8

MS-ACCESS

Objective: Microsoft Access is a powerful multi user DBMS developed by Microsoft Corporation. It is used to store and manipulate large amount of information. MS Access database consists of objects such as Tables, Queries, Forms, Reports and Macros.

MS Access enables you to:

- Create tables to organize data into manageable related units (tables).
- Enter, retrieve and modify data.
- Extract information based on specific criteria.
- Create forms to enter data.
- Generate reports

Databases in Access have a default extension of .mdb. Access maintains index files for tables. An index is an internal table of values maintained by MS Access to store the order of records. Index objects thus provide faster and efficient retrieval of data stored in a table.

Database indexes work just like book indexes. When you want to find a particular topic in a book, you turn to the index and look up the content page number. Then you turn to the relevant page. Similarly, in a table, indexes control the way the data is accessed.

SYLLABUS:

Unit IV –

Introduction to MS-ACCESS:

Creating database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels.

4	UNIT IV	Introduction to MS-ACCESS	Creating a database and tables by different methods	Entering and Editing data	L8	T3,T4,T5
				Sorting, Filtering		
			Creating & querying using forms.	Creating & printing reports and labels.	L9	T3,T4,T5
			Experiments	Creating a table using the design view	L10	T3,T4,T5
				Creating a query using a query wizard	L11	T3,T4,T5

UNIT-V

Transfer of data between Excel & Access.

5	Unit-V	Transfer of data between Excel & Access.	Experiments	Creating forms using the Auto forms	L12	T3,T4,T5
				Creating and using reports	L13	T3,T4,T5
				Data transfer between	L14	T3,T4,T5
				Data transfer between	L15	T3,T4,T5

Syllabus for Communication Skills (Oral)

Sessions	Module	Topics covered
1	Listening skills	1. Empathy 2. Concentration 3. Exercises of listening

2	Reading passage	<ol style="list-style-type: none"> 1. Practice-achieving reading fluency 2. Emphasis on important words 3. Pauses 4. Pitch and tone of voice <p>Exercises</p>
3	Pronunciation	<ol style="list-style-type: none"> 1. Vocabulary improvement 2. Use of e-dictionaries 3. Learning meaning and practicing pronunciation of atleast 5-7 words a day
4	Usage of right words	<ol style="list-style-type: none"> 1. Awareness of synonyms 2. Reading any text and observing the way words are used 3. Contextual exercises
5	Body language	<ol style="list-style-type: none"> 1. The essential of body language- general introduction
6	Eye contact	<ol style="list-style-type: none"> 1. Eye contact with individuals 2. Eye contact in group exercises 3. Eye contact during interviews <p>Exercises</p>
7	Gestures and Postures	<ol style="list-style-type: none"> 1. Desirable postures during activities 2. Maintenance of postures in front of superiors and peers 3. Hand gestures and their impact <p>Exercises</p>
8	Understanding reactions	<ol style="list-style-type: none"> 1. Observation while talking 2. Modifying actions through feedback <p>Consultation on queries if any</p>
9	General etiquette	<ol style="list-style-type: none"> 1.Types of business etiquette

		<p>2. Etiquette for students</p> <p>3. Etiquette during interviews</p> <p>4. Social etiquette</p>
10	Updating with news	<p>1. Need for updating information</p> <p>2. Development of newspaper reading as a habit and gaining knowledge</p> <p>3. Matching of news bits to theoretical concepts</p> <p>Question & answer session</p>
11	JAM Sessions	<p>1. Expanding knowledge base</p> <p>2. Readiness for speak</p> <p>3. Practice continuous speaking without break</p> <p>4. Forming conclusion by time out</p> <p>Conduction of JAM sessions</p>
12	Group discussions	<p>To lead GD</p> <p>1. Sound knowledge on topics</p> <p>2. Eye contact with all members of GD</p> <p>3. Generation of points</p> <p>4. Behavior during discussion</p> <p>5. Time Management</p> <p>GD Sessions</p>
13	Seminars	<p>1. Physical appearance</p> <p>2. Confidence levels</p> <p>3. Removing stage fear</p> <p>4. Forming sentences without grammatical mistakes</p> <p>5 Giving long and short pauses wherever</p>

		required Students will be given topics which will be presented by them
14	Powerpoint presentations	1.No. of slides 2. Choice of background and foreground 3. Decision on animations and use of pictures 4. Handouts 5. Navigating the slide to synchronize with the topic discussed PPT on any topic of their choice with the above points as evaluation criteria
15	Role play in English	1. Familiarity with role 2. Empathy 3. Win-win situation 4. Speaking skills and expressions Role play sessions

SYLLABUS FOR COMMUNICATION SKILLS (WRITTEN)

1	Reading (Week 1)	READING EXERCISE, WORDS AND PHRASES
2	Introduction to	SENTENCE CONSTRUCTION, PUNCTUATION & CAPITALIZATION,

	Writing (Week 2)	PARAGRAPH DEVELOPMENT WRITING TACTFULLY
3	Introduction to Letters, Memos, Emails (Week 3)	THE ART OF CONDENSATION, READING COMPREHENSION LETTERS, MEMOS & EMAILS
4	Layout of letter (Week 4)	LAYOUT OF A BUSINESS LETTER, JOB APPLICATION PERSONNEL LETTERS
5	Official Letter's- I (Week 5)	GOODWILL LETTERS, ENQUIRES & REPLIES, ORDERS & REPLIES, COMPLAINTS, CLAIMS & ADJUSTMENTS
6	Official Letters -II (Week 6)	COLLECTION LETTERS, SALES LETTERS, CREDIT & STATUS ENQUIRIES
7	Correspondence (Week 7)	BANK CORRESPONDENCE, INSURANCE LETTERS, MEETINGS- NOTICE, AGENDA & RESOLUTIONS
8	Reports (Week 8)	REPORTS
9	Research (Week 9)	RESEARCH PAPER, DISSERTATION, THESIS
10	Technical Writing (Week 10)	INSTRUCTION MANUALS & TECHNICAL DESCRIPTION
11	Resume Writing- I (Week 11)	RESUME WRITING
12	Resume Writing - II (Week 12)	RESUME WRITING PRACTICE
13	Words added to English Language (Week 13)	WORDS & PHRASES FROM FOREIGN LANGUAGES

14	Proof Reading (Week 14)	PROOF READING SYMBOLS, WORDS COMMONLY MISSPELT, SAMPLE BROCHURE, NUMERALS
15	Summary (Week 15)	SUMMARISATION