

LECTURE PLAN

MBA

SEMESTER 1

FOR PRIVATE CIRCULATION

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LECTURE PLAN

MANAGEMENT PROCESS

&

ORGANIZATIONAL BEHAVIOUR

MS - 101

COURSE OUTLINE
MBA - I SEMESTER
MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR - MS 101

L - 4 Credits - 04

OBJECTIVE:

This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

1. Introduction to Management:

- Meaning and Nature of Management
 - Evolution of Management (in India and Abroad)
 - Managerial Skills, Tasks and Responsibilities of a Professional Manager
 - Management by Objectives
 - Managerial Functions
- (12 Hours)**

2. Process of Management

- Functions of Management: Planning-Process and Techniques
 - Organizing- Process and Organizational Structure
 - Directing-Principles and Process
 - Controlling-Process and Techniques
 - Problem Solving and Decision Making, Decision Making Models
 - Case Study
- (14 Hours)**

3. Fundamentals of Organizational Behaviour

- Introduction and Meaning
- Models of OB and Approaches
- OB Trends
- Work Force Diversity
- Organizational Justice
- Whistle Blowing and Social Responsibility
- Case Study

Individual Processes and Behaviour

- Individual Determinants of OB
- Perception

- Learning
- Managing Emotions
- Attitudes
- Personality
- Workplace Stress and Its Implication on Management Practices
- Motivation.

(14 Hours)

4. Interpersonal Processes and Behaviour

- Communication
- Work Teams and Group Dynamics
- Leadership
- Conflict Management
- Interpersonal Behaviour and Relations
- Transactional Analysis
- Case Study

Organizational Processes and Structure

- Organizational Design and Structure
- Organizational Culture and Climate
- Organizational Change and Development
- Cross Cultural Organizational Behaviour

(16 Hours)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Management and Organizational Behaviour and students are advised to go through the material for thorough understanding of the subject:

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

MAIN TEXT BOOKS

1. **Author's Name(s):** Robbins, S.P. Judge, T.A., Vohra, N
Title: Organizational Behaviour
Edition: 16 Edition **Year:** 2017
Publisher: Pearson India Education. (ibid 1)
2. **Author's Name(s):** Pierce, J.L. & Gardner, D.
Title: Management and Organizational Behavior, Year:2010
Edition: IV Edition
Publisher: Cengage Learning (ibid 2)

REFERENCE BOOKS

1. **Author's Name (s):** Nelson D.L., Quick, J.C. & Khandelwal, P. (ibid 3)
Title ORGB, Year: 2014
Edition: V Edition
Publisher:Cengage Learning
2. **Author's Name(s):** Green Berg, J. and Baron, R.A. (ibid4)
Title Behaviour in Organization,
Edition: III Edition **Year:** 2015
Publisher: Pearson Education.
3. **Author's Name(s):** Newstrom, J.W. & Davis, K (ibid 5)
Title Organizational Behaviour at Work,
Edition: IV Edition **Year:** 2014
Publisher: Tata Mc GrawHill.
4. **Author's Name(s):** George, J. M. & Jones, G.R (ibid 6)
Title Understanding and Managing Organizational Behaviour.
Publisher: Pearson Education.
Edition: V Edition **Year:** 2014

SUPPLEMENTARY READINGS

1. **Author :** Talya Bauer and Berrin Erdogan (ibid 7)
Title: An Introduction to Organizational Behavior
Edition:V,Version :1.1

Publisher :Mayon Collectibles Publications

2. **Author:** KavitaSingh (ibid 8)
Title: Organizational Behaviour: Text and Cases
Edition: III
Publisher: Vikas Publishing House
3. **Author's Name(s):** NeeruVasisht (ibid 9)
Title: Principles of Management
Edition: III
Publisher: Taxmann
4. **Author's Name(s):** L.M Prasad (ibid 10)
Title: Organizational Behaviour
Edition: V **Year:** 2014
Publisher: Sultan Chand and Sons
5. **Author's Name(s):** Paul Hersey and Ken Blanchard (ibid 11)
Title: Management of Organizational Behavior : Utilising Human Resources
Edition: Fourth ed.
Publisher: Prentice Hall, New Jersey
6. **Author's Name(s):** Robbins Stephen P (ibid 12)
Title: Organizational Behavior, Concepts, Controversies and applications
Edition: II
Publisher: Prentice Hall, New Jersey
7. **Author's Name(s):** L.M Prasad (ibid 13)
Title: Principles and Practices of Management
Edition: VIII**Year:** 2014
Publisher: Sultan Chand and Son
8. **Author's Name(s):** Robbins Stephen P., Judge Timothy A (ibid 14)
Title: Organizational Behaviour
Edition: XV **Year:** 2013
Publisher: PHI Learning Private Limited
9. **Author's Name(s):** Robbins Stephen P., Coulter M, Cenzo DD (ibid 15)
Title: Fundamentals of Management
Edition: IX **Year:** 2017
Publisher: Pearson Publications
10. **Author's Name(s):** Stoner James A.F., Treeman RE, Gilbert DR (ibid 16)
Title: Management
Edition: VI**Year:** 2016

Publisher: Pearson Prentice

11. **Author's Name(s):** T.N. Chhabra (ibid 17)
Title: Management Process and Organizational Behaviour
Edition: II Year: 2011
Publisher: Sun India Publication
12. **Author's Name(s):** James A F Stoner, R Edward Freeman (ibid 18)
Title: Management Process and Organizational Behaviour
Edition: VI Year: 2013
Publisher: Pearson Publications
13. **Author's Name(s):** Harold Koontz, Heinz Weihrich (ibid 19)
Title: Essentials of Management: An international and leadership perspective
Edition: IX Year: 2013
Publisher: Mc Graw Hill Education (India) Pvt Ltd
14. **Author's Name(s):** Robbins SP, Coulter M, Vohra N (ibid 20)
Title: Management
Edition: X Year: 2016
Publisher: Pearson Publications
15. **Author's Name(s):** Aswathapa, K. (ibid 21)
Title: Organizational Behaviour
Edition: XII, Year: 2017
Publisher: Himalaya Publishing House

Economic Survey: 2016-17, A Flagship Annual Document of the Ministry of Finance, Government of India

Group Assignments / Projects

To be discussed and decided in the class

JOURNALS:

- 1 Vision-The Journal of Business Perspective
- 2 The IUP Journal of Management Research
- 3 Effulgence
- 4 The IUP Journal of Organizational Behavior
- 5 Harvard Business Review
- 6 BVIMR Management Edge
- 7 IUP Journal of Soft Skills

- 8 International Journal of Management
- 9 Singapore Management Review
- 10 Management and Labour Studies.
- 11 MERI Journal of Management & IT
- 12 Indore Management Journal
- 13 VIEWPOINT: An International Journal of Management and Technology
- 14 Journal of Workplace Learning
- 15 Harvard Business Review
- 16 International Journal of Management and International Business Studies
17. Metamorphosis: A Journal of Management Research, IIM Lucknow.
18. IIMS Journal of Management Science, IIM Shilong.

UNIT-I

LECTURES 1- 4

INTRODUCTION TO MANAGEMENT

OBJECTIVE:

The objective is to make the students understand the concept and importance of Management and introduce to the students about approaches to the study of Management. It would also help them to learn the contribution of eminent theorists to the management thought.

CONTENTS:

- Meaning of Management
 - Definitions of Management
 - Features of Management
 - Organized activity
 - Relationship among resources.
 - Working with and through people.
 - Decision-making.
 - Characteristics of Management like
 - Management is universal
 - Management is purposeful
 - Management is integrative force
 - Management is a social process
 - Management is multidisciplinary
 - Management is a continuous process
 - Management is intangible
 - Management is an art
 - Management is a science
 - Management is profession
- Evolution of Management theory

Future of Management

APPROACHES TO STUDY OF MANAGEMENT

- Approaches to Study of Management
- Early contributions
- Details of Classical Approach of Management
 - Scientific Management
 - Administrative Management
 - Bureaucracy
- Details of Behavioral approach
 - Elton Mayo's Experiments
 - Limitations of Behavioral Approach
- Management Science Approach
- System Approach
- Contingency Approach

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q (a) 1, 2, 6, 7, 8, 9, 11-13, 19-22 (b) 1, 2, 4, 6,

LONG ANSWER TYPE QUESTIONS: Q 1-8, 11-16, 21- 24

OTHER ASSIGNMENTS:

- 1 ibid 16, Page No. 51-52, Case Study
- 2 ibid 19, Page No. 50
- 3 ibid 20, Page No. 20-21, Case Study

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid1, page 1-10
2. ibid3, page 1-22

ARTICLES:

- 1 AngyGeerts and Nathalie Veg-sala, "Evidence on Internet Communication Management Strategies for Luxury Brands", Global Journal of Business Research, Vol.5. No. 5, pp.81-94, 2011

- 2 Godwin, A. and Handsome, O., et.al (2017). Application Of Henry Fayol Principles Of Management In Startup Organization. IOSR Journal of Business and Management (IOSR-JBM), Volume 19, Issue 10. (October. 2017), pp. 78-85. Doi: 10.9790/487X-1910047885

LECTURES 5 - 9

MANAGERIAL SKILLS, TASKS AND RESPONSIBILITIES OF A PROFESSIONAL MANAGER

OBJECTIVE:

The objective of these lectures is to make students understand the various essential roles and functions of manager, concept of Management functions.

CONTENTS:

- Functions of Professional Management
- Responsibilities and Roles of Managers
- Mintzberg's Managerial Roles
- Levels of Management in detail with their responsibilities
 - Top Management
 - Upper Middle Management
 - Middle Management
 - Operating Management
- Skills of Management
 - Technical skills
 - Human Skills
 - Conceptual skills
- Skills at different levels of Management
- Qualities of Successful Managers
- Functional Areas of Management
- Functions and tasks of Management
- Planning, Organizing, Staffing, Directing and controlling
- Contribution by different theorists

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q II (a) 2, 22, 23, Q b 2, 5

LONG ANSWER TYPE QUESTIONS: Q 7, 8, 9, 10, 27- 31

SUGGESTED READINGS:

- 1 ibid 15, Chapter 1,Page No. 27-41
- 2 ibid 16, Chapter 1, Page No. 31-39

ARTICLES:

- 1 Erik Simanis, “Reality check at the Bottom of the Pyramid”, Harvard Business Review, June 2012.
- 2 Mike Schraeder Dennis R. Self Troy University Mark H. Jordan University of North Georgia Ron Portis Troy University, The Functions of Management as Mechanisms for Fostering Interpersonal Trust, Advances in business research 2014, Volume 5, Pp.50-2
- 3 Misun, J. (2017). Changes in Management Functions of Control. International Conference Socio Economic Perspectives in the Age of XXI Century Globalization Proceedings Book (pp. 204-217). Tirana: University of Tirana, Faculty of Economy, Department of Economics. MPRA Paper No. 83720.
Retrieved from https://mpra.ub.uni-muenchen.de/83720/1/MPRA_paper_83720.pdf

LECTURES 10 - 12

MANAGEMENT BY OBJECTIVES

OBJECTIVE:

The objective of these lectures is to make students understand the concept of MBO and its practical utility.

CONTENTS:

- Meaning of management by objectives
- Objective of management by objectives
- Features of management by objectives
- Steps in management by objectives process
- Advantages of management by objectives
- Limitations of management by objectives

ASSIGNMENTS FROM QUESTION BANK:

UNIT I I

LONG ANSWER TYPE QUESTIONS: Q 6, 30- 33

OTHER ASSIGNEMENTS

- 1 ibid 1, Chapter 17
- 2 ibid 16, Q6, Page No. 333 & Chapter 11, Page No. 324-327

UNIT II

LECTURES 13 - 18

PLANNING

OBJECTIVE:

The objective of these lectures is to explain the importance of planning function and why is it pervasive.

CONTENTS:

- Meaning of Planning
- Nature of Planning
- Importance of Planning
- Limitations of Planning
- Making Planning effective
- Essentials of sound plan
- Principles of planning

CONCEPTS:

- Division of work
- Authority and responsibility
- Discipline
- Unity of command
- Unity of direction
- Subordination of individual interest to general Interest
- Remuneration of personnel
- Centralization
- Scalar chain
- Order
- Equity
- Stability of Tenure
- Initiative
- Esprit de Corps
- Henry Fayol's contribution

- Types of Planning
- Steps in Planning Process
- Planning premises
- Types of management plans (components of Planning)
 - Objectives
 - Strategies
 - Policies
 - Procedures
 - Rules
 - Methods
 - Tactics
 - Budgets
 - Projects
 - Programmes
 - Schedules
- Effective organizing
- Organizing, Entrepreneurship and Reengineering
- Organizing process
- Benefits of effective organizing
- Directing-Principles and Process
- Importance of directing
- Controlling-Process and Techniques

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q II (a) 6 – 16, (b) 1-3

LONG ANSWER TYPE QUESTIONS: Q 2, 5, 6, 10 – 13, 28, 19, 30

SUGGESTED READINGS:

- 1 ibid 16, chapter 12
- 2 ibid 16, Case Study, Page No. 366-67

ARTICLE:

- 1 Rajnandan Patnaik, “Strategic Planning through Complexity: Overcoming Impediments to Forecast and Schedule”, The IUP Journal of Business Strategy, Vol. IX, No.1, pp. 27-36, March 2012.

LECTURES 19 - 22

CONTROLLING : MANAGERIAL CONTROL PROCESS

OBJECTIVE:

The objective of these lectures is to make the students understand the importance of control in an organization and techniques that different organizations follow for effective control.

CONTENTS:

- Concept of Control
- Nature of Control
- Relationship between Planning and Control
- Need for Control
- Significance of Control
- Limitations of Control
- Types of Control
- Elements of Control
- Essentials of an Effective Control System
- Techniques of Control
 - Personal Observation
 - Good Organization Structure
 - Unity of Plans
 - Statistical Control Reports
 - Break-Even Analysis
 - Budgeting
 - Types of Budgets
 - Flexible Budgeting
 - Performance Budgeting
 - Zero-base Budgeting
 - Budgetary Control
 - Objectives of Budgetary Control
 - Advantages
 - Limitations
 - Precautions in the use of budget
 - Making budgetary control effective
 - Management Audit
 - Control of Overall Performance
 - Return on Investment
 - Responsibility Accounting
 - Network Techniques- PERT and CPM
 - Balanced Scorecard
 - Economic Value Added
 - Market Value Added

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q II (a) 23 (b) 5

LONG ANSWER TYPE QUESTIONS: Q 3, 7, 8, 20, 21, 22, 25

OTHER ASSIGNMENTS:

ibid 16, Case Study, Page No. 633-634.

SUGGESTED READINGS:

ibid 16, Chapter 20

ARTICLES:

- 1 Nestor K. Ovalle, II, Organizational/Managerial Control Processes: A Reconceptualization of the Linkage between Technology and Performance, <http://hum.sagepub.com/cgi/content/abstract/37/12/1047>
- 2 Mihaela Ghicajanu, Strategic planning and managerial control, <http://ideas.repec.org/a/pet/annals/v4y2004p95-98.html>
- 3 The Geese Story-"Team Building & Leadership Lessons from Nature", 2016, <http://shamimrafeek.blogspot.com/200...eadership.html>
4. Verburg, R.M and Nienaber, A, et.al (2018). The Role of Organizational Control Systems in Employees' Organizational Trust and Performance Outcomes. Group & Organization Management, 2018, Vol. 43(2), pp 179–206 (Sage Pub.).
DOI: <https://doi.org/10.1177/1059601117725191>

LECTURES 23 -26

DECISION- MAKING AND ITS TECHNIQUES

OBJECTIVE:

The objective of these lectures is to make students understand the importance of decision making and its process. To get an analytical view of various techniques in the decision making process

CONTENTS:

DECISION-MAKING

CONTENTS:

- Meaning of Decision-Making
- Nature of Decision-Making
- Role of Decision-Making
- Relationship between planning and decision making
- Types of decisions
- Group-think
- Steps in scientific decision-making process
- The environment of decision making
- Bases of decision making
- Approaches of decision making
- Creativity in decision making
- Decision-making process
- Decision-making and problem solving
- Rational Versus Organic Approach to Problem Solving
- Decision-Making Tools
- Creativity techniques
- Theories of decision-making
 - The rational economics man model (the classical theory)
 - Limitations of scientific decision making (causes of bounded rationality)
 - The administrative man model (the behavioral theory)
- Aids (techniques) to decision making
- Principles of decision making

ASSIGNMENTS FROM QUESTION BANK

UNIT II

SHORT ANSWER TYPE QUESTIONS: II (a) 15, 21, 24 (b) 12

LONG ANSWER TYPE QUESTIONS: Q 5, 15- 19, 26, 27

SUGGESTED READINGS:

1. ibid 16, Chapter 9
2. ibid 16, Case Study 284-285
3. ibid 20, Case Study 142-143

ARTICLE:

- 1 Herbert A. Simon and Associates, Decision Making and Problem Solving, [http:// dieoff.Org / pp. 163.htm](http://dieoff.Org/pp.163.htm)

UNIT III

LECTURE 27

FUNDAMENTALS OF ORGANIZATION BEHAVIOR

The objective of these lectures is to make students understand the concept, nature and challenges of organizational behavior.

CONTENTS:

- Definition of Organizational Behaviour
- Nature of Organizational Behaviour
- Variables affecting Organizational Behaviour
- Contributing Disciplines to Organizational Behaviour
- Role of Organizational Behaviour
- Challenges of Organizational Behaviour
- Stages in the Socialization Process
- Approaches to understand Human Behavior
- Models of Human Behavior
- Assumptions about Human Behavior
- Determinants of Individual Behavior
- Understanding people at Work
- Evolution in the field of organizational behaviour
- The Human relations movement
- The Total Quality Management Movement
- The impact of Information Technology Revolution, Globalization and E-Business
- Workforce Diversity

ASSIGNMENTS FROM QUESTION BANK

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 2(a) 5,6 9, 10, 13, 16

LONG ANSWER TYPE QUESTIONS: Q 1- 7, 11, 12

OTHER ASSIGNMENTS:

ibid 1, Page No. 36, Q1-1 to 1-8, Page No. 62, Q2-11

SUGGESTED READINGS:

ibid 1, Page No. 3-32, 41-62

ibid 1, Case Study, Page No. 38-39

LECTURE 28

ORGANIZATIONAL JUSTICE

CONTENTS:

- Organization fairness for justice
- Organization fairness and job satisfaction
- Organization fairness and performance evaluation
- Organizational justice and stress.

ARTICLES:

1. Toeing the line: Improving security behavior in the information age, Joe Mariani, Dr. Kwasi Mitchell, Dr. Michael Gelles, Eddie Bitzer, Christine Elliott, 2016
2. Passer, Jeremy D. Capella University, ProQuest Dissertations Publishing, 2014.
3. Moderating effect of job satisfaction on the relationship between emotional intelligence and employee organizational justice perceptions
4. Barbara Bird and Leon Schjoed, "Entrepreneurial Behavior: Its Nature, Scope, Recent Research, and Agenda for Future Research"
<http://www.springerlink.com/content/g5v772244m486624/h>.
5. The Management of Organizational Justice, Russell Cropanzana, David E. Bowen and Stephen W. Gilliland, Academy of Management Perspectives, Vol. 21, No. 4 (Nov., 2007), pp. 34-48, Academy of Management. URL: <http://www.jstor.org/stable/>

LECTURE 29

WHISTLE BLOWING AND SOCIAL RESPONSIBILITY

CONTENTS:

- Whistle blowing and professional responsibility
- A source of information/disclosure

SUGGESTED READINGS:

1. ibid 16, Chapter 4

LECTURE 30

INDIVIDUAL PROCESSES AND BEHAVIOUR

CONTENTS

- Attitudes and Stress
- Task Performance
- Citizen Behaviour
- Group Cohesion
- Group Functioning
- Productivity
- Survival

ASSIGNMENT FROM QUESTION BANK

UNIT III

LONG ANSWER TYPE QUESTIONS: Q 8

SUGGESTED READINGS:

1. ibid 20, Chapter 11

LECTURE 31

DETERMINANTS OF INDIVIDUAL BEHAVIOUR

OBJECTIVE:

Individual behavior is very difficult to understand. So this lecture aims at making students understand the different determinants of individual behavior and how these can be used for the benefit of the organization.

CONTENTS:

- Concept of needs
- Importance of values
- Concept of Beliefs
- Abilities
- Gender
- Race and culture
- Attribution
- Perception

ASSIGNMENTS FROM QUESTION BANK

UNIT III

LONG ANSWER TYPE QUESTIONS: Q 8

OTHER ASSIGNMENT:

1. *ibid* 2, Pp. 86, Q1-6
2. Exercise/ case study on work-family conflict from Internet site
<https://wikispaces.psu.edu/display/PSYCH484/Needs+Case+Study/PSYCH484>

ARTICLE:

1. Factors Influencing Individual Behavior, Agrawal, Dr. Govind Ram. Organization Relations, Kathmandu: M.K. Publishers & Distributors, 2014.

LECTURE 32

PERCEPTION

OBJECTIVE:

The objective of this lecture is to make students understand the implications of perception for the management and different factors that affect the perceptual process of an individual.

CONTENTS:

- Definition of Perception
- Significance of Perception
- The Perception Process
- Perceptual Mechanism
- Perceptual Organization
- Perceptual Interpretation
- Characteristics of Perceiver
- Characteristics of Perceived
- Characteristics of Situation
- Perceptual outputs
- Implication of Perception For Management
- Perceptual Errors and Distortions
- Attribution Theory

ASSIGNMENTS FROM QUESTION BANK

UNIT III

SHORT ANSWER TYPE QUESTION: 1

LONG ANSWER TYPE QUESTION: 31, 33, 34

SUGGESTED READINGS:

1. ibid 1, Chapter 6, Page No. 161-187
2. ibid 20,p 301-304

LECTURE 33

LEARNING

OBJECTIVE:

The objective of this lecture is to make students understand the concept and theories of Learning.

CONTENTS:

- Concept of Learning
 - Components of Learning Process
 - Factors affecting Learning
- Learning Theories
 - Conditioning Theory
 - Cognitive Learning Theory
 - Social Learning Theory

ASSIGNMENT FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTION: Q 2, 3, 6, 7, 8, 15

SUGGESTED READINGS:

TEXTBOOK:

1. ibid2, Page118-133

REFERENCE BOOKS:

1. ibid4, Page176-199
2. ibid5, Page215-231

ARTICLES:

1. Robbins, S. P.; Judge, T.A.; Vohra, N. (2012): Chapter 6, pp. 158-187 Article Review
2. Scott, Catherine The Enduring Appeal of 'Learning Styles', Australian Journal of Education, April 2014.
3. Why Good Leaders make bad decisions. By: Campbell, Andrew; Whitehead, Jo; Finkelstein, Sydney. Harvard Business Review, Feb 2015, Vol. 87 Issue 2, pp. 60-66.
4. How to Avoid Catastrophe. By: Tinsley, Catherine H.; Dillon, Robin L.; Madsen, Peter M. Harvard Business Review. Apr 2016, Vol. 89 Issue 4, pp. 90-97.
5. Patricia Yin Yin Lau, Gary N. McLean, Yen-Chen Hsu, Bella Ya-Hui Lien, *Learning organization, organizational culture, and affective commitment in Malaysia: A person-organization fit theory*, Human Resource Development International, 2017, 20, 2, 159.

LECTURE 34

MANAGING EMOTIONS

OBJECTIVE:

The objective of this lecture is to explain why emotions are important in organizational context and introduce emotions' taxonomy

CONTENTS:

- Emotions in the Workplace
- Positive and Negative Emotions
- Research Insights
- Emotional Intelligence

SUGGESTED READINGS:

1. ibid 20, pp299

TEXT BOOK:

1. ibid 1, Chapter 4, Page No. 95-115

LECTURE 35-36

ATTITUDES AND VALUES

OBJECTIVE:

The objective of these lectures is to make students understand the concept of attitudes and values and explaining why attitudes and values are important, their implications on individual and

organizational behavior. After studying this module students will be in a position to explain the role of ‘personality’ as a predictor of human behavior’.

CONTENTS:

- Concept of attitude
- Functions of attitude:
 - Instrumental
 - Ego defensive
 - Value orientation
 - Knowledge
- Theories of Attitude Formation
 - Cognitive Consistency Theories (Balance theory, Congruity theory, Affective Cognitive Consistency Theory, Cognitive Dissonance Theory)
 - Functional Theory
 - Social Judgment Theory
- Factors in Attitude formation
 - Group Factors (Family, Reference Groups, Social Classes)
 - Personality Factors
- Attitude measurement
- Effects of Employee attitudes
- Methods of attitude change
- Functions of Attitude
- Components of Attitudes
- Values
- Factors in Value formation
- Types of Values
- Characteristics of Values
 - Part of Culture
 - Learned Responses
 - Inculcated
 - Social Phenomenon
 - Gratifying Responses
 - Adaptive Process
- Factors in Value Formation
 - Value Forming Institutions
 - Organizational Values
 - Peers and Colleagues
 - Work and Career
 - Professional Codes
- Types of Values
 - All port’s Classification-
 - Grave’s Classification
 - England Classification
 - Rokeach’s Classification

ASSIGNMENT FROM QUESTION BANK:

UNIT IV

LONG ANSWER TYPE QUESTIONS: Q 27

TEXT BOOK :

1. ibid 1, Chapter 3 &5

SUGGESTED READINGS:

TEXTBOOK:

1. ibid2,Page170-192

REFERENCEBOOKS:

1. ibid4, Page74-91
2. ibid5, Page258-268

ARTICLES:

1. Greenberg, J. & Baron, R.A. (2014). Behavior in Organizations. Chapter 6. pp 204 -244 Case study, Texaco Yesterday vs. Today: Now, Only the Oil is Crude. Behavior in Organizations by Greenberg and Baron. Pp 244
2. The Unmanageable Star Performer. By: Goel, Abhishek. Harvard Business Review. May 2014, Vol. 91 Issue 5, p141-145.
3. Envy at Work. By Tanya Menon & Leigh Thompson. Harvard Business Review. April 2016. pp 66-71.
4. How to cultivate engaged employees. By: Vlachoutsicos, Charalambos A. Harvard Business Review, Sep2017, Vol. 89 Issue 9, p123-126

Activity: Using Big Five Model to measure Personality

LECTURE 37

PERSONALITY

OBJECTIVE:

The objective of this lecture is to make students understand the different traits of an individual personality that makes a person unique in this world along with the different theories of Personality explained by various management gurus and psychological experts.

CONTENTS:

- Definition of personality
- Factors in shaping personality
- Psycho –analytical theory of personality
- Chris Agyris’s immaturity and maturity theory
- Traits of personality
- Personality traits influencing organizational behaviour

ASSIGNMENT FROM QUESTION BANK:

UNIT IV

LONG ANSWER TYPE QUESTIONS: Q 32

OTHER ASSIGNMENT:

ibid 2, Page 112-113, Q1-7

SUGGESTED READINGS:

TEXT BOOK:

ibid 1, Chapter 5, Page No. 129-142

ARTICLES:

- 1 LexBorghans, Angela Lee Duckworth, James J. Heckman, BasterWeel, “The Economics and Psychology of Personality Traits”,2016, <http://ftp.iza.org/dp3333.pdf>
- 2 Eshamahajan and RenuRastogi, “Psychological Wellbeing of Students with Type A and Type B Personalities”, The IUP Journal of Organizational Behavior, Vol. X, No. 1, January 2015, pp. 57-74.

LECTURE 38-39

MOTIVATION: THEORY AND TECHNIQUES

OBJECTIVE:

The objective of these lectures is to make students understand the process, content and categories of Motivation theories and techniques. Explaining why motivation is important in organizational contact and how motivation theories can be applied in the organizations.

CONTENTS:

- Meaning of Motivation
- Features of Motivation
- Motivational Factors
 - Monetary Factors
 - Non Monetary Factors
- Need and importance of motivation
 - Higher efficiency
 - Reduce absenteeism.
 - Reduces employee turn over.
 - Improves a corporate image.
 - Good relations.
 - Improved morale.
 - Reduced wastages and breakages.
 - Reduced accidents.
 - Facilitates initiative and innovation.
- Motivational Theories
 - Maslow's Need Hierarchy
 - Herzberg's Motivation-Hygiene Theory
 - McClelland's Need Theory
 - Alderfer's ERG Theory
 - Vroom's Expectancy Theory
 - Porter-Lawler Model of Motivation
 - Equity Theory
 - Carrot and Stick Approach of Motivation
 - McGregor's Theory X and Theory Y
 - Theory Z
 - Contingency Approach of Motivation

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

LONG ANSWER TYPE QUESTIONS: 16- 20, 22, 28

OTHER ASSIGNMENTS:

ibid 1, Page No. 257, Q8-1 to 8-7

SUGGESTED READINGS:

ibid 1, Page 194-230

TEXT BOOK:

ibid 1, Chapter 8

LECTURE 40

STRESS MANAGEMENT

OBJECTIVE:

The objective of this lecture is to make students understand the concept of stress, its sources and management to cope up with the different levels of stress.

CONTENTS:

- Definition of Stress
- Stress and Performance
- Sources of Stress at Work
- Consequences of Stress
- Management of Stress
- Psychological Counseling
- Need and Importance of Counseling
- Types of Counseling

ASSIGNMENT FROM QUESTION BANK:

UNIT IV

LONG ANSWER TYPE QUESTION: Q 6

OTHER ASSIGNMENT:

ibid 2, Page 620, Q8-14

SUGGESTED READINGS:

TEXT BOOK:

ibid 1, Chapter 17

REFERENCE BOOKS:

- 1 ibid 4, Page 603-614
- 2 ibid 5, Page 289-305

ARTICLE:

1. Sarah J.Ward, Laura A.King, Work and the good life: How work contributes to meaning in life, Research in Organizational Behavior, Volume 37, 2017, pp 59-82. Available at: <https://www.sciencedirect.com/science/article/pii/S0191308517300047>

INTERPERSONAL PROCESSES AND BEHAVIOUR

LECTURE 41

MANAGERIAL COMMUNICATION

OBJECTIVE:

To understand the importance of managerial communication in organization and barriers that company faces in effective communication.

CONTENTS:

Communication

- Aspects in Communication
- Elements of Communication
 - Sender
 - Message
 - Encoding
 - Channel
 - Receiver
 - Decoding
 - Feedback
- Communication Symbols
- Continuum of Communication
- Types of Communication
- Communication Media and Technology
- Interpersonal Communication
- Non-Verbal Communication
- Communication Across Cultures
- Problems in communication across Cultures
- Direction of Communication Flow
- Different models of Communication
 - Shannon Weaver Model
 - Berlo Model
 - Transaction Process Model
- Barriers in Communication
- Formal and Informal channels of Communication
- Grapevine

- Grapevine Characteristics

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTION: Q a 26, 28

LONG ANSWER TYPE QUESTIONS: Q 34, 35

SUGGESTED READINGS:

ibid 1, Chapter 11

ibid 19, Chapter 17

ibid 20, Chapter 14

ARTICLES:

1. Elida-Tomita Tadarita, Diana Elena Ranf, “The Necessity and Efficient Usage of Managerial Communication within Organizations during Crisis Situations. Drawing-Up the Content of a Crisis Planning”, 2014, <http://ideas.repec.org/a/alu/journal/v2y2009i11p21.html>.
2. Vitthre Gore, “The Importance of Cross Cultural Communication” IUP Journal of Soft Skills, Vol. VII, No. 1, March 2015.
3. AngyGeerts and Nathalie Veg-sala, “Evidence on Internet Communication Management Strategies for Luxury Brands”, Global Journal of Business Research, Vol.5.No. 5, pp. 81-94, 2016.

LECTURE 42

WORK TEAMS AND GROUP DYNAMICS

OBJECTIVE:

The objective of these lectures is to make students understand the concept of Group, its types and five stages in group development and their performance patterns along with the different real life examples. Explaining why individuals exhibit specific behavior when in teams/ groups.

CONTENTS:

- Concept of Group
- Types of Groups
 - Primary and Secondary Groups
 - Membership and Reference Groups
 - Command and Task Groups
 - In-Groups and Out-Groups
- Formal and Informal Group

- Formal Groups
 - Group Development
- Formation and Stages of Group Development:
 - Five-Stage Model and
 - Punctuated Equilibrium Model.
- Five-Stage Model
 - Forming
 - Storming.
 - Norming
 - Performing
 - Adjourning
- Punctuated Equilibrium Model
- Informal Groups
- Theories of Group Formation
 - Propinquity Theory
 - Homans Interaction Theory
 - Balance Theory
 - Exchange Theory
- Significance of informal organization
- Group Behaviour
- Group Decision making

SUGGESTED READINGS:

ibid 1, Chapter 9-10

ASSIGNMENT FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTION: Q (b) 1, 2

LONG ANSWER TYPE QUESTION: Q 4, 5, 9

ARTICLES :

1. Coming Through when it Matters Most. By: Gardner, Heidi K. Harvard Business Review. Apr2012, Vol. 90 Issue 4, pp. 82-91.
2. Jaya Ahuja, “A Study of Virtuality Impact on Team Performance”, The IUP Journal of Management Research, Vol.9, No.5, July 2013, pp. 27-56.
3. Jennifer Y. M. Lai¹, Long W. Lam¹ and Simon S. K. Lam, Organizational citizenship behavior in work groups: A team cultural perspective, Journal of Organizational Behavior, Volume 34, Issue 7, October 2014, pp. 1039–1056
4. Greenberg, J. & Baron, R.A. (2014). Behavior in Organizations. Chapter 8, pp. 288 – 329, Article Review
5. The new science of building great teams. By Pentland, Alex “Sandy”. Harvard Business Review, April, 2016, Vol. 90 Issue 4, pp. 60-70. Cases

LECTURES 43

LEADERSHIP STYLES AND INFLUENCE OBJECTIVE:

The objective of these lectures is to make students understand the different traditional and contemporary Leadership theories and styles. Explaining the importance of leadership in organizational context.

CONTENTS:

- Meaning of Leadership
 - Nature of leadership
 - Leadership vs. Management
 - Importance of leadership
 - Leadership styles
 - E-leadership
 - Likert's Management Systems
 - Continuum of Leader Behaviour
 - Theories of leadership (Approaches to Leadership)
 - Trait Theory
 - Behavioral Theory (Followers' Theory)
 - Managerial Grid
 - Fiedler's Contingency Model
 - House's Path Goal theory
 - Life cycle theory (maturity-immaturity theory)
 - Reddin's Tri-Dimensional Model
 - Hersey- Blanchard Models
 - Transactional Leadership
 - Transformational Leadership
 - Composite Approach to leadership
- Leadership exercise III B p 362 ibid 5

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: II, (a) 30

LONG ANSWER TYPE QUESTIONS:III, Q 36- 41

OTHER ASSIGNMENTS:

1. ibid 15, Page 381, Case Study 2.
2. ibid 15, ReviewQuestions, Page 377-379.

LEADERSHIP EXERCISE

1. ibid 1, Page 333-334, Q1-26.
2. ibid 2, Page 467, Q1-21.
3. ibid 16, Page 519-520.

SUGGESTED READINGS:

1. ibid 15, Page 363-376.
2. ibid 19, Page 339-355.

ARTICLES:

1. Monika Sethi, "Impact of Teacher Leadership on Students at Post Graduate Level in Raipur Region", *Effulgence*, Vol. 9, No. 1, January-June-2012.
2. S Sandhu and KanwardeepKaur, "Transformational Leadership in Indian Banks: Role & Context" *International Journal of Management*, Vol. 29, No.3, Part 1, September 2012, pp.17- 25.
3. Peter Miller, "Leader Development- What We Know and Where to Now" *Singapore Management Review*, Vol. 34, No. 1, 2013.
4. JyotiAggarwal, Venkat R Krishan, "Impact of Transformational Leadership on Follower's Self Efficacy: Moderating Role of Follower's Impression Management", *Management of Labour Studies*, Vol. 38, No.4, November 2013, pp.297-313.
5. Shreya Jain, *Organizational Culture and its Relationship with Transformational Leadership and Employee Engagement, Viewpoint*, Vol. 5, No. 2, July- December 2014.
6. Min Z. Carter¹, Achilles A. Armenakis, Hubert S. Feild and Kevin W. Mossholder, Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change, *Journal of Organizational Behavior*, Volume 34, Issue 7, October 2016, pp.942-958.

LECTURE 44

INTER PERSONAL BEHAVIOUR: TRANSACTIONAL ANALYSIS

OBJECTIVE:

The objective of this lecture is to make students understand the concept of Transactional Analysis.

CONTENTS:

- Analysis of Ego States
- Types of Transactions
- Analysis of Life Positions
- Script Analysis
- Games Analysis

- Appraisal of Transactional Analysis
- Johari Window

ASSIGNMENT FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTION: II (a) 5

LONG ANSWER QUESTION: III Q, 10

ARTICLE:

1. Vivekananda Suri and VM Prasad, Relationship Between Self-awareness and Transformational Leadership: A Study in IT Industry, The IUP Journal of Organizational Behavior, Vol. X, No. 1, January 2015, pp. 7-17.

LECTURE 45

INTERPERSONAL RELATIONS AND BEHAVIOR

Objective is to study the effect of organisational culture and leadership style on job satisfaction and organisational commitment. Explaining how organizations acquire and retain specific cultures.

CONTENTS

- Types
- Importance
- Need to belong
- Social exchange
- Relational self
- Power and dominance

LECTURES 46

NATURE, SCOPE AND CHALLENGES OF ORGANISATIONAL BEHAVIOUR

OBJECTIVE:

The objective of these lectures is to make students understand the concept, nature and challenges of organizational behavior.

CONTENTS:

- Definition of Organizational Behaviour
- Nature of Organizational Behaviour
- Variables Affecting Organizational Behaviour
- Contributing Disciplines to Organizational Behaviour
- Role Of Organizational Behaviour
- Challenges of Organizational Behaviour

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1 Chapter 1
- 2 ibid 2, Page 13-20

ARTICLE:

1. Steven L.Bladera, ShefaliPatilb, Dominic J.Packer, Organizational identification and workplace behavior: More than meets the eye, Research in Organizational Behavior, Volume 37, 2017, pp 19-34. Available at: <https://www.sciencedirect.com/science/article/pii/S0191308517300011>

LECTURES 47

MANAGEMENT OF CONFLICTS

OBJECTIVE:

The objective of these lectures is to make students understand the concept of Conflict, form of conflicts both functional and dysfunctional and its management. After reading this chapter, students will be able to define conflict, differentiate between the traditional, human relations, and interactionist views of conflict.

CONTENTS:

- Concept of Conflicts
- Stages of Conflict episode
 - Latent conflict
 - Perceived Conflict
 - Felt conflict
 - Manifest Conflict
 - Conflict Aftermath
- Individual Level Conflict
 - Approach – approach Conflict

- Approach – avoidance Conflict
- Avoidance – avoidance Conflict
- Interpersonal Conflict.
- Group Level Conflict
 - Intragroup Conflict
 - Intergroup Conflict
- Organization Level Conflict
- Conflict Management
 - Problem Solving
 - Avoidance
 - Smoothing
 - Compromise
- Causes of conflict in organisations
- traditional, human relations, and interactionist views of conflict
- Transitions in conflict thought
- Contrast functional and dysfunctional conflict.
- Outline the conflict process.
- How can conflict be managed successfully?
- Conflict-handling orientations.
- Distributive and integrative bargaining
- Negotiation
- Steps in Negotiation :
- Preparation for Negotiation
- Definition of Ground Rules
- Negotiation
- Negotiated agreement
- Agreement Implementation

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTION: Q(a) 11

LONG ANSWER TYPE QUESTIONS: Q 11- 14

OTHER ASSIGNMENT:

ibid 2, Page 522, Q1-12

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 14

2 ibid 2, Page 502-521

REFERENCE BOOKS:

1 ibid 4, Page 478-503

2 ibid 5, Page 346-367

ARTICLE:

1. Lindred L.Greera, LisanneVan Bunderenb, SiyuYuc, The dysfunctions of power in teams: A review and emergent conflict perspective, Research in Organizational Behavior, Volume 37, 2017, pp 103-124. Available at: <https://www.sciencedirect.com/science/article/pii/S0191308517300084>

LECTURES 48

DIMENSION OF ORGANISATION STRUCTURE

OBJECTIVE:

To make students understand the different organization structures and how companies establish authority and responsibility relationship.

CONTENTS:

- Main Types of Organization Structure
 - Line Organization- Meaning, features, Advantages,
 - Functional Organization- Meaning, Features and advantages
 - Line and Staff Organization- Meaning, Features and advantages
 - Project Organization -Meaning, Features and advantages
 - Matrix Organization- Meaning, Features and advantages
 - Committee Organization- Meaning, Features and advantages
- Virtual Organization
- Free Form Organization
- Task Force
- Bureaucratic Structure
- Definition of Line and staff
- Staff Authority Relationship
- Types of staff
- Line Staff Conflict
- Achieving Cooperation between Line and Staff
- Managerial Ethos

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q (a) 14, 15, 19, 20

LONG ANSWER TYPE QUESTIONS: III Q 23- 25, 27- 33

LECTURE49

NATURE, SCOPE AND CHALLENGES OF ORGANISATIONAL BEHAVIOUR

OBJECTIVE:

The objective of these lectures is to make students understand the concept, nature and challenges of organizational behavior.

CONTENTS:

- Definition of Organizational Behaviour
- Nature of Organizational Behaviour
- Variables Affecting Organizational Behaviour
- Contributing Disciplines to Organizational Behaviour
- Role Of Organizational Behaviour
- Challenges of Organizational Behaviour

ASSIGNMENT FROM QUESTION BANK:

UNIT IV

LONG ANSWER TYPE QUESTIONS: Q 1, 11, 12, 13, 14, 15, 16, 17, 18, 23, 24, 60
1,7, 15, 21,22, 28, 66

LECTURE 50-51

FORMS OF STRUCTURAL DESIGN

OBJECTIVE:

To help students understand the different types of departmentation, organization structure and various modern structures that different company uses now a days.

CONTENTS:

- Functional Structure
- Divisional Structure

- Product Based Structure
- Geographical Based Structure
- Customer Based Structure
- Project Organization
- Matrix Organization
- Virtual Organization
- Mechanistic Organization

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTION: Q b 5, 8

LONG ANSWER TYPE QUESTIONS: Q 27-33

LECTURE 52

ORGANISATIONAL CULTURE AND CLIMATE

OBJECTIVE:

The lecture will help student understand the impact of organizational culture on employee morale and productivity

CONTENTS:

- Organization Culture and Climate
- Functions of Organizational Culture
 - Behavioral control
 - Encourages stability
 - Provides source of identity
- Characteristics of Organization's Culture
- Impact of Organization Culture
- Creation of Organization Culture
- Socialization Process

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

LONG ANSWER TYPE QUESTIONS: III. Q 2, 36, 38, 39, 40, 48, 49, 53

UNIT IV

SHORT ANSWER TYPE QUESTION: Q 17, 18

LONG ANSWER TYPE QUESTIONS: III. Q 21, 22

OTHER ASSIGNMENTS:

ibid 2, Page 641, Q1-8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Chapter 16
- 2 ibid 2, Page 624-639

REFERENCE BOOKS:

- 1 ibid 4, Page 550-572
- 2 ibid 5, Page 117-138

ARTICLES:

1. Ajay Nangalia, “Work Ethos Dimensions: A framework to understand cross-cultural differences at the organization level”, FOCUS, Volume:5, No. 1&2, April-October 2014, pp 81-98.
2. JurisIljinsa, Viktorija Skvarciany, Elīna Gaile-Sarkane, Impact of Organizational Culture on Organizational Climate During the Process of Change, Procedia - Social and Behavioral Sciences, Volume 213, 1 December 2015, pp 944-950.
3. Dasgupta, Mayuk, Organizational Culture and Firm Performance: A Reflection of Theory, Research and Practice (February 26, 2014). Available at SSRN: <https://ssrn.com/abstract=2435528> or <http://dx.doi.org/10.2139/ssrn.2435528>

ORGANIZATIONAL CHANGE AND DEVELOPMENT

LECTURE: 53-55

MANAGEMENT OF CHANGE AND PROCESS OF ORGANIZATIONAL CHANGE

OBJECTIVE:

The objective of this lecture is to make students understand why organizations need change and introduce to the concept of change, various organizational change initiatives and the reasons for resistance by the employees in organizations and its management.

CONTENTS

- Characteristics Of O.C

- Change Agents
- Interaction
- Planned Change
- Unplanned Change
- Forces for Change
- External Forces
- Internal Forces
- Resistance to Change
 - Fear of the Unknown
 - Fear of Loss
 - Fear of Failure
 - Disruption of Interpersonal Relationships
 - Personality Conflicts
 - Politics
 - Cultural Assumptions and Values
 - Change process
 - Speed of change
 - Categories of change
- Organizational Resistance
 - Limited Focus of Change
 - Group Inertia
 - Threat to Expertise
- Threat to Established Power Relationships
 - Threat to Established Resource Allocations
 - Force Field Analysis
- Managing Resistance to Change
- Organizational Change-- Lewin's Three-Step Model :
 - Unfreezing the status quo,
 - Movement to new state, and
 - Refreezing the new change to make it permanent

TEXT BOOK :

ibid 1, Chapter 17

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

LONG ANSWER TYPE QUESTION: III Q 17, 19

LECTURE 56

CROSS CULTURAL ORGANIZATIONAL BEHAVIOUR

CONTENT

- Meaning
- Definition
- Nature
- Characteristics
- Relative contribution

SUGGESTED READINGS:

ibid 1, Chapter 16

ARTICLES:

1. Michele J. Gelfand, Miriam Erez and Zeynep Aykan, Annual Review of Psychology, Vol. 58: 479-514, Cross Cultural Organisational behaviour, 2006.
2. Anne S. Tsui, Sushil S. Nifadkar, Amy Yi Ou, Journal of management, cross-National, Cross-Cultural Organizational Behavior Research: Advances, Gaps, and Recommendations, 2007

UNIT II

SHORT ANSWER TYPE QUESTIONS: II(a) 1

UNIT III

SHORT ANSWER TYPE QUESTIONS: II (a) 6

LONG ANSWER TYPE QUESTIONS: III. 2, 36- 40, 53

LECTURE PLAN

DECISION SCIENCES

MS-103

**COURSE OUTLINE
MBA - I SEMESTER
DECISION SCIENCES - MS 103**

L - 4 Credits - 04

OBJECTIVES:

The purpose of this course is to expose students to Quantitative Technique in management decision-making.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

UNIT I

(14 hours)

- **Probability** – Meaning, Approaches of Probability Theory
- Addition and Multiplication Theorems, Conditional Probability, Bayes' Rule
- Probability Distributions – Binominal Poisson, Normal Distribution
- Application of Probability Theory in Business Decision Making.

UNIT II

(16 hours)

- **Linear Programming** – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model,
- Solution of Linear Programming Problem with the help of Graphical and Simplex Method,
- Concept of Duality, Shadow Prices,
- Sensitivity Analysis, Role LP in Economic Decision Making.
- Transportation Problems - Initial Basic Feasible Solution, Test for Optimality.
- Assignment Problems,
- Travelling Salesman Model

UNIT III

(12 hours)

- **Decision Theory** - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis.
- Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods.

UNIT IV

(12 hours)

- **Network Analysis** – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of crashing,
- Queuing Theory – Meaning, Concepts and assumptions of queuing models, M/M/1/FIFO.
- Simulation Modeling.

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Quantitative Methods for Business Management, and students are advised to go through the material for thorough understanding of the subject. The course is designed such to provide students with a working knowledge of various statistical techniques that are commonly used in social science research.

➤ MAIN TEXT BOOKS

1. **Author's Name(s):** S.P Gupta and M P Gupta
Title: Business Statistics
Edition: XVIII **Year:** 2014
Publisher: Sultan Chand & Sons (ibid 1)
2. **Author's Name(s):** J K Sharma
Title: Operations Research Theory and Applications
Edition: VI **Year:** 2016
Publisher: Mac Millan (ibid 2)

➤ REFERENCE BOOK:

1. **Author's Name(s):** N D Vohra (ibid 3)
Title: Quantitative Techniques in Management
Edition: IX (Reprint) **Year:** 2014
Publisher: Tata McGraw Hill Publishing Co. Ltd.

➤ JOURNALS:

- 1 Vikalpa, The Journal for Decision makers
- 2 International Journal of Computer Science and Network Security
- 3 International Journal of Information and Education Technology
- 4 Journal of Industrial and Production Engineering
- 5 International Journal of Research and Method in Education
- 6 J. Stat. Comput. Simul
- 7 Journal of Operational Research.
- 8 International Journal of Computing and Optimization
- 9 International Transactions in Operational Research
- 10 Contaduría y Administración
- 11 Journal of Management
- 12 Procedia - Social and Behavioral Sciences
- 13 Academy of Management Journal
- 14 Journal of Social Sciences

LECTURES 1-6

UNIT - I

PROBABILITY

OBJECTIVE:

In these lectures emphasis on how to express a probability and some basic rules that probabilities follow.

CONTENTS:

- Basics of Probability
 - Experiment and event
 - Permutation and combination
 - Set operations
 - Probability rules of addition and multiplication
- Compound and Conditional Probability
 - Axiomatic approach to probability
 - Bayes' theorem

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q1,2, 5-8, 11

LONG ANSWER TYPE QUESTIONS: Q1-3, 5

PRACTICAL QUESTIONS: Q1 to 16, 18 to 26, 32,35,39, 41-48, 49

OTHER ASSIGNMENT:

1 ibid 1, Page 446-454 Q1-58

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page 421-446

LECTURE 7-9

DISCRETE DISTRIBUTIONS

OBJECTIVE:

The objective of this lecture is to describe some standard discrete probability models which are often used with data from various sources such as market research.

CONTENTS:

- Discrete Probability distribution:
 - Binomial distribution
 - Extension of binomial distribution
 - Poisson distribution

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q3, 10, 14

PRACTICAL QUESTIONS: Q17, 18, 36, 37 ,40

OTHER ASSIGNMENTS:

1 ibid 1, Page 494-500 Q1-45, 46-50

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page 453-465

LECTURES 10 -13

CONTINUOUS DISTRIBUTION

OBJECTIVE:

In these lectures, will make students understand how the continuous random variables can be modeled by continuous probability distributions such as normal distribution

CONTENTS:

- Continuous Distribution:

- Probability density function
- Normal distribution
- Properties of normal distribution
- Applications of normal distribution

ASSIGNMENT FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q4, 15

LONG ANSWER TYPE QUESTIONS: Q4

PRACTICAL QUESTIONS: Q26 to 34, 50

OTHER ASSIGNMENTS:

ibid 1, Page 501-502, Q 49-55

SUGGESTED READING:

TEXT BOOK:

ibid 1, Page 471-480

LECTURES 14-20

UNIT II

LINEAR PROGRAMMING

OBJECTIVE:

The aim of these lectures is to introduce Linear programming. The function of linear programming is about making the most of limited resources. It deals with maximizing a linear function of variables subject to linear constraints. Its applications range from production line to economic planning and environmental management.

CONTENTS:

- Introduction to Operations Research
 - What is OR.
 - Phases of OR
 - Judgment phase
 - Research phase
 - Action phase

- Importance of OR
- Introduction to Linear programming and Problem Formulation
 - Definition and Characteristics of Linear Programming
 - Advantages & Limitations of Linear Programming
 - Linear Programming Problem Formation: Word Problems
- Solving Linear Programming Problem: Graphical Method
 - Corner Point Method
 - Iso profit (or Iso cost method)
 - Limitation of Graphical Method
 - Standard Maximization Problem
 - Standard minimization Problem
 - Mixed constraints problem
- Special Cases of Linear Programming Problems
 - Alternative Optima
 - Infeasible Solution
 - Unboundedness
 - Degeneracy
- Simplex Method
 - Set up and solve LP problems with simplex tableau
 - Standard Maximization Problem
 - Standard minimization Problem
 - Mixed constraints problem
- Duality in Linear Programming
 - Introduction to dual programming.
 - Formulation of Dual Problem (Primal to dual)
 - Finding solution through duality
 - Economic interpretation of duality

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q1-11, 13, 18, 19

LONG ANSWER TYPE QUESTIONS: Q1 -4

PRACTICAL QUESTIONS: Q1-40, 68

OTHER ASSIGNMENTS:

1 ibid 2, Page 56-61 Q1-38, Page 96 Q1-20, Page 139-141 Q 1-7, Page 159-161, Q1-20.

SUGGESTED READINGS:

TEXT BOOK:

1. *ibid* 2, Page 1-17, 26-54,69-92, 101-127, 146-159,170-196

ARTICLES:

1. Masood H Siddiqui and Shalini N Tripathi, “Application of Soft Operations Research for Enhancing the Servicescape as a Facilitator,” *Vikalpa, The Journal for Decision makers*, Vol 36, No 1, January-March 2011, pp 33-50.
2. Baker-Doyle, K. J, “Stories in Networks and Networks in Stories: A Tri-modal Model for Mixed-methods Social Network Research on Teachers.” *International Journal of Research and Method in Education*, January-March 2015, Vol, 38, pp 72–82, doi:10.1080/1743727X.2014.911838.
3. Cruz, da, Ortega, JN, Cordeiro, “EMM: GM: The log-odd log-logistic Weibull regression model: modelling, estimation, influence diagnostics and residual analysis.” *J. Stat. Comput. Simul.*, March 2016, Vol. 86, pp 1516–1538.

LECTURES 21-22

SENSITIVITY ANALYSIS

OBJECTIVE:

The main aim of these lectures is to understand the steps of decision-making process, make decision under various decision-making environments, and determine the expected value of perfect information, expected opportunity loss and expected monetary value associated with any decision and construct decision trees for making accurate decision.

CONTENTS:

- Sensitivity Analysis.
- Role of LP in Economic Decision Making.

ASSIGNMENTS FROM QUESTION BANK:

UNIT -II

SHORT ANSWER TYPE QUESTIONS: Q12

OTHER ASSIGNMENT:

1 ibid 2, Page 196-198 Q1-18

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page 170-196.

ARTICLE:

1. Iman, T. and Hassan, F. , Linear Programming and Sensitivity Analysis in Production Planning, International Journal of Computer Science and Network Security,2009, VOl.9 No.2, pp. 436-465.http://paper.ijcsns.org/07_book/200902/20090261.pdf

LECTURES 23-26

TRANSPORTATION PROBLEM

OBJECTIVE:

The lectures discuss about transportation problem which is one of the subclasses of linear programming problem where the objective is to transport various quantities of a single homogeneous product that are initially stored at various origins, to different destinations in such a way that the total transportation is minimum.

CONTENTS:

- The Transportation Problem
 - What is transportation problem
 - Mathematical Model of Transportation Problem
- Solution for a Transportation Problem
 - Initial basic feasible solution
 - North West Corner Rule
 - Least cost method
 - Vogel Approximation Method
 - Optimizing the basic feasible solution
 - Stepping Stone Method
 - Modified Distribution Method (MODI)
- Special cases in Transportation Problems
 - Multiple Optimum Solution
 - Unbalanced Transportation Problem
 - Degeneracy in the Transportation Problem

- At initial step
- At optimizing stage
- Maximization in a Transportation Problem

ASSIGNMENTS FROM QUESTION BANK:

UNIT -II

SHORT ANSWER TYPE QUESTION: Q15, 21

LONG ANSWER TYPE QUESTIONS: Q 6,9,10, 12

PRACTICAL QUESTIONS: Q 41-44, 51,52,56,60,61, 69

OTHER ASSIGNMENTS:

- 1 ibid 2, Page 298-302, Q1-24
- 2 ibid 4, Page 259-271 Q1-29

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page 256-296

ARTICLES:

1. O P Dubey, M K Singh, R K Dwivedi and S N Singh, Interactive Decisions for Transport Management: Applications in the Coal Transportation Sector, The IUP Journal of Operations Management, May, 2011.
2. J. Ahn, O. de Weck, Y. Geng, and D. Klabjan, Column generation based heuristics for a generalized location routing problem with profits arising in space exploration, Journal of Operational Research, April 2012, Vol. 223, No. 1, pp. 47–59.

LECTURE 27

TRAVELLING SALESMEN PROBLEM

OBJECTIVE:

The objective of this lecture is to introduce travelling salesmen problem and solve it.

CONTENTS:

- The Travelling Salesmen Problem
 - What is travelling salesmen problem

- Solution of travelling salesmen problem

ASSIGNMENT FROM QUESTION BANK:

UNIT -II

SHORT ANSWER TYPE QUESTION: 14

OTHER ASSIGNMENTS:

1 ibid 2, page 334-335 Q1-8, 9

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page 331-334.

LECTURES 28-30

ASSIGNMENT PROBLEMS

OBJECTIVE:

The objective is to make student aware of the Assignment problem. It is one of the special cases of the transportation problem. It involves assignment of people to projects, jobs to machines, workers to jobs and teachers to classes etc., while minimizing the total assignment costs.

CONTENTS:

- Introduction to Assignment problem
- Solving Assignment problem
 - Hungarian Method
- Variation of Assignment Problem
 - Multiple Optimum Solutions
 - Maximization case in Assignment Problem
 - Unbalanced Assignment Problem
 - Prohibited Assignment

ASSIGNMENTS FROM QUESTION BANK:

UNIT -II

SHORT ANSWER TYPE QUESTION: Q 16,21

LONG ANSWER TYPE QUESTIONS: Q7,8,9

PRACTICAL QUESTIONS: Q 45-50, 53-55,57-59, 62,63

OTHER ASSIGNMENTS:

- 1 ibid 2, Page 327 -328 Q1 to 16, Page 327 Q1 to 4
- 2 ibid 4, Page 311-320 Q1-28

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page 310-323

ARTICLES:

- 1 Eranda C elay, Assignment Problems, <http://www.opt.math.tu-graz.ac.at/~cela/papers/hao.pdf>
- 2 Boah, D.K., Adu, I. K., and Gyebil, F. J. Assignment problem of a legal firm in Kumasi, Ghana. International Journal of Computing and Optimization, May 2015, Issue.2, Vol. 1,pp 1-5.

LECTURES 31-34

UNIT III

DECISION THEORY

OBJECTIVE:

The main aim of these lectures is to understand the steps of decision-making process, make decision under various decision-making environments, and determine the expected value of perfect information, expected opportunity loss and expected monetary value associated with any decision and construct decision trees for making accurate decision.

CONTENTS:

- Introduction to decision theory
 - Decision alternatives
 - State of nature
 - Payoff
- Steps in decision –making process
- Types of decision making environments
 - Decision-making under certainty
 - Optimism criterion
 - Pessimism criterion

- Laplace criterion
- Hurwicz criterion
- Regret criterion
 - Decision-making under risk
- Expected monetary value
- Expected opportunity loss
- Expected value of perfect information
 - Decision-making under uncertainty
 - Decision tree analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT -III

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 9,10,14,15

LONG ANSWER TYPE QUESTION: Q1,7, 10,11, 12, 13

PRACTICAL QUESTIONS: Q1, 32,37,16, 19,21,22,23

OTHER ASSIGNMENT:

1 ibid 2,Page 362-364, Q1 -14

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2,Page 340-362

ARTICLES:

1. Mendoza, M. and Gutiérrez-Peña,Decision Theory ,<http://allman.rhon.itam.mx/~mendoza/decisiontheory.pdf>
2. Sulemana M., HaadiA.R., Modeling the Problem of Profit Optimization of Bank X Tamale, as Linear Programming Problem”, Applied Mathematics, 2014, 4(1): 22-40.<http://article.sapub.org/10.5923.j.am.20140401.03.html>.
3. Mashael A., Al-Barrak and Muna Al-Razgan , Predicting Students Final GPA Using Decision Trees: A Case Study, International Journal of Information and Education Technology, 2016, 6 (7), 28-33.

LECTURES 35-36

GAME THEORY

OBJECTIVE:

These lectures help the students understand how optimal strategies are formulated in conflict and competitive environment, the principle of zero-sum, two-person games, use of rule of dominance to reduce the size of a game payoff matrix and compute value of the game with mixed strategies.

CONTENTS:

- Introduction to Theory of games
 - Number of players
 - Sum of gains and losses
 - Strategy
- Two- person zero-sum games
 - Payoff matrix
 - Pure strategies
 - Minimax principle
 - Maximin principle
 - Optimal strategy
 - Value of the game
 - Mixed strategies
 - The rule of dominance
 - Algebraic method
 - Arithmetic method
 - Graphical method

ASSIGNMENTS FROM QUESTION BANK:

UNIT -III

SHORT ANSWER TYPE QUESTIONS: Q 3,10, 11, 12, 13, 16, 17

LONG ANSWER TYPE QUESTIONS: Q 2, 4, 5, 6, 7,14, 15

PRACTICAL QUESTIONS: Q 2, 3, 4, 5, 7, 17, 18, 24, 25

OTHER ASSIGNMENT:

1 ibid 2,Page 412-414, Q 1-22

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page,383-411

ARTICLES:

- 1 John C. Harsanyi, Reinhard Selten, General Theory of Equilibrium Selection in Games, <http://mitpress.mit.edu>
- 2 Schmidt W., Buell R.B., Decision Making Under Information Asymmetry: Experimental Evidence on Belief Refinements, 2014, http://www.hbs.edu/faculty/Publication%20Files/15-001_5954aa68-170b-4c0d-9b9d-67ff6e630319.pdf
- 3 Tseng, C. and KO, P.. “Measuring Schedule Uncertainty for a Stochastic Resource-Constrained Project Using Scenario-Based Approach with Utility Entropy Decision Model,” Journal of Industrial and Production Engineering,2016, 33(8),1–10.
- 4 Oziegbe Aigbokhaevbolo , Application of Game Theory to Business Strategy in Undeveloped Countries: A Case for Nigeria , Journal of Social Sciences , 2017, Volume 27, 2011 - Issue 1, pp1-5

LECTURES 37-41

CPM

OBJECTIVE:

The objective of the lectures is to introduce CPM. The critical path method (CPM) or critical path analysis is a mathematically based algorithm for scheduling a set of project activities. It is an important tool for effective project management.

CONTENTS:

- Basic terms
 - A event
 - A predecessor event
 - A successor event
 - A activity
 - Optimistic time
 - Pessimistic time
 - Most likely time
 - Expected time
 - Float or Slack
 - Critical Path
 - Critical Activity
 - Crashing critical path:

- Critical Path method CPM
 - Introduction to events/activities
 - Drawing network
 - Activity on edge graph(AOE)
 - Activity on node graph(AON)
 - Calculating critical time and identifying critical path
 - Calculating earliest and latest time of events
 - Determination of Floats
 - Free float
 - Independent float
 - Total float

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 2, 3,7, 14, 15

LONG ANSWER TYPE QUESTIONS: Q4, 5, 8

PRACTICAL QUESTIONS: Q1,4,7,8,16,22-24, 27,28, 31, 34

OTHER ASSIGNMENTS:

1 ibid 2, Page 454-457 Q1 -13

2 ibid 2, Page 660-663 Q1-10

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page 418-454

LECTURES 42-46

PERT

OBJECTIVE:

The objective of the lectures is to introduce students to Project Evaluation and Review Technique. PERT is a method to analyze the involved tasks in completing a given project, especially the time needed to complete each task, and identifying the minimum time needed to complete the total project

CONTENTS:

- Project Scheduling by PERT: Project Evaluation and Review Technique
 - Origin and use of PERT
 - Project Network and Diagram representation
 - Analyzing the project duration using normal distribution
- Applications of PERT and CPM
 - Scheduling construction projects such as buildings, highways, and airports...
 - Installing new computer systems
 - Designing and marketing new products
 - Completing corporate mergers
 - Building ships
 - Developing countdown and hold procedure for the launching of space crafts
- Advantages, Limitations, Utilization of CPM/PERT
- Difference between PERT and CPM

ASSIGNMENTS FROM QUESTION BANK:

UNIT -IV

SHORT ANSWER TYPE QUESTIONS: Q1, 7, 5, 12,13, 16

LONG ANSWER TYPE QUESTION: Q3,8, 10, 11, 12, 13, 14

PRACTICAL QUESTIONS: Q5, 18,20,26,29,18

OTHER ASSIGNMENTS:

- 1 ibid 2, Page 441-444 Q 1- 14
- 2 ibid 2, Page 671-673 Q29-40

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 2, Page 418-441

ARTICLES:

1. Peter P. Schoderbek , A Study of the Applications of PERT, Academy of Management Journal, 2017, VOL. 8, NO. 3
2. MeteMazlumAli and FuatGüneri , CPM, PERT and Project Management with Fuzzy Logic Technique and Implementation on a Business, Procedia - Social and Behavioral Sciences, 2015, Volume 210, 2, pp. 348-357

LECTURES 47-49

RESOURCE ALLOCATION

OBJECTIVE:

Resource allocation is used to assign the available resources in an economic way. It is part of resource management. The objective is to make students aware of the concept of resource leveling and resource allocation.

CONTENTS:

- Resource Leveling
 - The main objective is to smooth resources requirements by shifting slack jobs beyond periods of peak requirements.
 - Identifying critical path, manpower requirement and number of days
 - Construction of time chart
 - Construction of histogram for manpower requirement
 - Resource allocation and leveling
- Project Cost Curve and Crashing in Project Management
 - Crashing is a process of expediting project schedule by compressing the total project duration.
 - Helpful when managers want to avoid incoming bad weather season.
 - the downside is that more resources are needed to speed-up a part of a project
 - It is advisable to first crash activities early in the project as to have a leeway to crash other activities in the later stages of the project.
 - Simulation Modeling

ASSIGNMENTS FROM QUESTION BANK:

UNIT -IV

SHORT ANSWER TYPE QUESTIONS: Q 4, 5, 9, 10

PRACTICAL QUESTIONS: Q2, 3, 9,10,11, 6,7

OTHER ASSIGNMENTS:

- 1 ibid 2, Page 454-455 ,Q 1-6
- 2 ibid 4, Page 663-670 Q11-28

SIGGESTED READING:

TEXT BOOK:

1 ibid 2, Page 445-454

ARTICLE:

1. Catherine A. Maritan and Gwendolyn K. Lee, Resource Allocation and Strategy, Journal of Management, 2018, Vol 43, Issue 8, pp. 2411 – 2420

LECTURE 50-56

QUEUNING MODELS

OBJECTIVE:

The objective of lecture is to make student understand the various single –server queuing models.

CONTENTS:

- Single-Server Queuing Models
 - $\{(M/M/1) : (\infty/FCFS)\}$ Exponential service – unlimited queue
 - Assumptions
 - ✓ Arrivals are described by Poisson distribution
 - ✓ Arrivals come from infinite population
 - ✓ Single wait line and each arrival wait to be served regardless of the length of the queue.
 - ✓ Based on first-come first-serve basis
 - ✓ Single server and service times follow exponential distribution
 - ✓ Customer arrival is independent but the arrival rate does not change over time
 - ✓ The average service rate is more than the average arrival time
 - ✓ If $\lambda < 1$ the steady state probabilities exist and P_n the number of customers in μ the system follows a geometric distribution with parameter λ (also known as traffic intensity).
 - Important results
 - Arrival rate per hour
 - Service rate per hour
 - Average utilization rate (or utilization factor), ρ
 - Average waiting time in the system, (waiting and servicing time) W_s
 - Average waiting time in the queue, W_q
 - Average number of customers (including the one who is being served) in the system, L_s
 - Average number of customers(excluding the one who is being served) in the queue L_q

- Average number of customers in non- empty queue that forms time to time
 - Probability of no customer in the system, or, system is idle or idle men in the factor P_0
- Limitations of Single Server Queuing Model
- waiting space may in fact be limited
 - Arrival rate is state dependent.
 - the arrival process is not stationary

ASSIGNMENTS FROM QUESTION BANK:

UNIT -IV

SHORT ANSWER TYPE QUESTION: Q 6, 8,

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 9, 15, 16

PRACTICAL QUESTIONS: Q12-15, 19, 21, 25, 30, 32, 33, 35

OTHER ASSIGNMENT:

1 ibid 2, Page 590-591 Q1 -8

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page 560-590

ARTICLES:

1. Xia Hu, Sean Barnes and Bruce Golden, Applying queueing theory to the study of emergency department operations: a survey and a discussion of comparable simulation studies, *International Transactions in Operational Research*, 25 (2018) 7–49
2. Gustavo Ramiro Rodríguez Jáuregui Ana Karen González Pérez Salvador Hernández González , Analysis of the emergency service applying the queueing theory, *Contaduría y Administración*, Volume 62, Issue 3, July–September 2017, pp. 733-745

LECTURE PLAN

MANAGERIAL ECONOMICS

MS 105

**MANAGERIAL ECONOMICS
MS 105**

OBJECTIVE:

The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm.

INTERNAL ASSESSMENT AND ASSIGNMENT 25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

1. Introduction

- Nature, Scope and Significance of Managerial Economics
- Relationship of Managerial Economics with other Disciplines
- Role of Managerial Economics in Decision Making
- Opportunity cost principle
- Production Possibility curve
- Incremental Concept
- Cardinal and Ordinal Approaches to Consumer Behaviour
- Equi-Marginal Principle
- Law of diminishing marginal utility
- Indifference Curve Analysis

(14 Hours)

2. Consumer Behaviour and Demand Analysis

- Demand Functions
- Determinants of Demand
- Elasticity of Demand
- Demand Estimation and Forecasting
- Applications of Demand Analysis in Managerial Decision Making;
- Theory of Production: Production Function,
- Short Run and Long Run Production Analysis,
- Isoquants, Optimal Combination of Inputs,
- Applications in Managerial Decision Making

(14 Hours)

3. Theory of Production and Cost

- Traditional and Modern Theory of Cost in Short and Long Runs,
- Economies of Scale and Economies of Scope,
- Revenue curves;
- Market Structures: Price Output decisions under Perfect Competition,
- Price Output decisions under Monopoly,
- Price Output decisions under Monopolistic Competition and Oligopoly,
- Strategic Behavior of Firms and Game Theory: Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition. **(14 Hours)**

4. Theory and Behavior of Firm

- Nature and Importance; Economic Growth and Development,
- Determinants of Economic Development;
- Methods of Measurement of National Income;
- Inflation: Meaning, Theories, and Control Measures;
- Recent Developments in Indian Economy. **(14 Hours)**

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for Managerial Economics and students are advised to go through the material for thorough understanding of the subject.

MAIN TEXT BOOKS:

- 1. Author's Name(s):** P.L. Mehta
Title: Managerial Economics
Edition: 19th**Year:** 2013
Publisher: Sultan Chand and Sons (ibid 1)
- 2. Author's Name(s):** DD Chaturvedi, S.L. Gupta and Anand Mittal
Title: Managerial Economics- Text and Cases
Edition: 3rd**Year:** 2013 (reprint)
Publisher: Book Age Publications (ibid 2)
- 3. Author's Name(s):**Geetika, Piyali Ghosh, Purba Roy Choudhary
Title: Managerial Economics
Edition: 2nd**Year:** 2013(reprint)
Publisher: Tata Mc-Graw Hill (ibid 3)

REFERENCE BOOKS:

- 1. Author's Name(s):** Christopher R Thomas, S. Charles Maurice
Title: Managerial Economics: Concepts and Applications
Edition 10th**Year** 2014
Publisher: The Mc-Graw Hill companies (ibid 4)
- 2. Author's Name(s):** R. L. Varshney, K. L. Maheshwari
Title: Managerial Economics
Edition 22nd **Year** 2014
Publisher: Sultan Chand and Sons (ibid 5)
- 3. Author's Name(s):** DN Dwivedi
Title: Managerial Economics
Edition: 7th**Year** 2009
Publisher: Vikas Publishing House (ibid 6)
- 4. Author's Name(s):** Dominick Salvatore, RavikeshShrivastava
Title: Managerial Economics
Edition 7th**Year** 2015 (VI Impression)
Publisher: Oxford University Press (ibid 7)
- 5. Author's Name(s):** William F. Samuelson, Stephen G. Marks
Title: Managerial Economics – International Student Version

Edition 6thYear 2016 (Reprint)
Publisher:Wiley India Pvt. Ltd.

(ibid 8)

➤ **JOURNALS:**

1. The IUP Journal of Managerial Economics
2. Foreign Trade Review
3. RBI Bulletin
4. The IUP Journal of Applied Economics
5. The Management Accountant
6. Chartered Accountant
7. Global Business Review
8. International Journal of Business Policy & Economics
9. FIIB Business Review

LECTURES 1-3

INTRODUCTION TO MANAGERIAL ECONOMICS

OBJECTIVE:

The objective of these lectures is to understand the basic aspects of managerial economics, its nature and scope.

CONTENTS:

- Meaning of Economics
- Positive and Normative Economics
- Economic Analysis
 - Micro Economic Analysis (Elementary Theory of Price)
 - Macro-Economic Analysis (Theory of Income and Employment)
- Problem of Scarcity
- Concept of Managerial Economics
- Nature of Managerial Economics
- Micro vs. Macro Analysis
- Chief Characteristics of Managerial Economics
- Significance of Managerial Economics
- Scope of Managerial Economics
 - Objectives of a Business Firm
 - Demand Analysis and Demand Forecasting
 - Production and cost
 - Competition
 - Pricing and Output
 - Profit
 - Investment and Capital Budgeting
 - Product Policy, Sales Promotion and Market strategy
- Managerial Economics vs. Traditional Economics
- Integration of Economic Theory and Business Practice

ASSIGNMENTS FROM QUESTION BANK

UNIT I

SHORT ANSWER QUESTIONS: Q 1 - 4, 7, 9, 17, 18, 28, 29, 30

LONG ANSWER QUESTIONS: Q 1 – 4, 10, 13, 14, 15, 28, 35, 39, 43

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 12 – 13, Q. 2, 5 – 11, 15
- 2 ibid 2, Page 20, Q. 1, 2, 3, 4, 5, 10
- 3 ibid 3, Page 22 – 23, Q. 1 -2

SUGGESTED READINGS:**TEXT BOOKS:**

- 1 ibid 1, Page 1 – 7
- 2 ibid 2, Page 3- 20
- 3 ibid 3, Page 3 – 17

REFERENCE BOOK:

- 1 ibid 6, Page 1 – 11
- 2 ibid 8, Page 3 – 17

ARTICLES:

- 1 Macroeconomic and Monetary developments in 2012-13, Overview, The RBI Monthly Bulletin May 2013, pp. 23-25
- 2 Concurrent topics from “The Economic Times”; www.economicstimes.com
- 3 K.C.Chakrabarty, “Transit Path for Indian Economy: Six Steps for Transforming the Elephant into a Tiger” RBI Bulletin, Jan. 2013, pp. 3-11
- 4 Editorial Board ICAI, “Forward March of Economy despite Hurdles”, Chartered Accountant, May 2015, pp. 3
- 5 “Monetary Policy Statement for 2015-16”, RBI Bulletin, April 2015, pp. 11-48
- 6 Raghuram G. Rajan, “India in the Global Economy”, RBI Bulletin , April 2016, pp.61-68
- 7 “GST- An Update”, Chartered Accountant, May 2017, pp. 1549-1554
- 8 Ranjan Rajiv, “India’s National Food Security Act (NFSA)- Fiscal Assessment & Implementation Challenges”, FIIB Business Review, Vol.5, Issue 2, April- June2016, pp.3-12
- 9 R. Gandhi, “ Evolution of Payment System in India” RBI Bulletin , November 2016, pp.1-8
- 10 Bing Li, “Measurement and Analysis of China’s Industrial Technical Efficiency”, JFRM, Vol.7, No.1, March 2018

LECTURES 4 - 6

RELATIONSHIP OF MANAGERIAL ECONOMICS WITH OTHER DISCIPLINES

OBJECTIVE:

The objective of these lectures is to understand the relationship of managerial economics with other disciplines like operations research, statistics, accounting, mathematics and the like and to know about the roles and responsibilities of economics and managers in decision making.

CONTENTS:

- Relationship of Economics with other disciplines
 - Traditional economics
 - Mathematics
 - Operations Research
 - Statistics
 - Theory of Decision Making
- Role of Managerial Economics in Decision Making
 - Demand Decision
 - Profit Analysis
 - Input Output Decisions
 - Market Structure and Pricing Policies
 - Project Appraisal and Investment Decisions
 - Risk and Uncertainty Analysis
- Decision making under Risk and Uncertainty
- The fundamental concepts like
 - Incremental reasoning
 - Opportunity cost
 - Contribution
 - Time perspective
 - Discounting principle
- Managerial Economist – Role and Responsibilities

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 1 - 5, 6, 8, 10, 15, 16, 22, 23, 27, 34

LONG ANSWER QUESTIONS: Q 5 - 7, 20, 21, 22, 23, 33, 36, 39

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 13, Q. 12, 16, 18
- 2 ibid 2, Page 46, Q 3, 4, 6, 7, 11, 17, 21
- 3 ibid 3, Page 23, Q 5
- 4 ibid 5, Page 14- 22, Q 6-9
- 5 ibid 7, Page 10- 19, Q 3,4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 8 – 10, 14 – 20
- 2 ibid 2, Page 21-47
- 3 ibid 3, Page 13 – 19

REFERENCE BOOKS:

- 1 ibid 4, Page 129 – 153
- 2 ibid 6, Page 7 – 11
- 3 ibid 5, Page 14- 22, Q 6-9

CASE STUDY

- 1 ibid 1, Page 31

LECTURES 7- 8

OPPORTUNITY COST PRINCIPLE

OBJECTIVE:

The lectures aim at understanding the opportunity cost principle and its significance in production decisions. It also helps analyzing production possibility curve and various economic problems faced by the firm.

CONTENTS:

- Introduction to cost
- The opportunity cost and decision rule
- Importance of opportunity cost
- Meaning of production possibility curve
- Production possibility problems

- What to produce
- How to produce
- When to produce

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q5, 17

LONG ANSWER QUESTION: Q5, 8, 9, 42, 47

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 30, Q. 4, 6, 8, 10
- 2 ibid 6, Page 51, Q 1, 2
- 3 ibid 5, Page 14- 22, Q 10, 11

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page 17-18

REFERENCE BOOKS:

- 1 ibid 5, Page 14- 22
- 2 ibid 6, Page 42-43, 572-575

LECTURES 9-11

CARDINAL AND ORDINAL APPROACH TO CONSUMER EQUILIBRIUM

OBJECTIVE:

The lectures aim at understanding the cardinal and ordinal approach to consumer equilibrium which is the basis of law of demand

CONTENTS:

- Cardinal Approach to Consumer Equilibrium
 - Measurement of utility
 - The Law of Diminishing Marginal Utility
 - Hypothesis of Utility Maximization

- The Law of Equi-Marginal Utility
- Limitations of Utility Analysis
- The Ordinal Utility Theory
 - Assumptions
 - Indifference Curve Approach
 - Marginal rate of substitution
 - Properties of Indifference curves
 - Budget Line or Iso – expenditure line
 - Income Effect
 - Substitution Effect
 - Price Effect
 - Normal Good
 - Inferior Good
 - Giffen Good
 - Consumer Equilibrium
- Derivation of demand curve using indifference curve approach

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 4, 13, 21, 22, 23, 24, 32

LONG ANSWER QUESTIONS: Q 1 – 12, 26, 29, 30, 31, 32

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 71, Q. 2, 3, 5, 8
- 2 ibid 2, Page 204, Q. 1 – 10
- 3 ibid 3, Page 114, Q. 1, 9

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 54 – 67
- 2 ibid 2, Page 137-204
- 3 ibid 3, Page 91 – 108

REFERENCE BOOK:

- 1 ibid 6, Page 119 – 131
- 2 ibid 8, Page 19 – 36

CASE STUDY

1 ibid 1, Page 70

LECTURES 12-14

INDIFFERENCE CURVE ANALYSIS

OBJECTIVE:

The lectures aim at understanding the ordinal approach to consumer equilibrium working behind the psychology of consumers in a market.

CONTENTS:

- Indifference Curve Approach
- Features of indifference curve
- Marginal rate of substitution
- Properties of Indifference curves
 - Indifference curve is downward sloping.
 - Indifference curve is convex to the origin
 - Indifference curve can neither touch nor interact each other
 - Higher indifference curve represents higher level of satisfaction.
- Budget Line – expenditure line
- Income Effect
- Substitution Effect
- Price Effect
 - Normal Good
 - Inferior Good
 - Giffen Good
- Consumer Equilibrium
- Derivation of demand curve using indifference curve approach

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 18, 19, 28, 33

LONG ANSWER QUESTIONS: Q 22, 26, 27, 37, 38, 39, 43

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 71, Q. 2, 3, 5, 8
- 2 ibid 2, Page 202, Q. 11-29
- 3 ibid 3, Page 114, Q. 1, 9
- 4 ibid 5, Page 30-39, Q 11-16

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 54 – 67
- 2 ibid 2, Page 137-221
- 3 ibid 3, Page 91 – 108
- 4 ibid 5, Page 30-39,

ARTICLES:

- 1 Robert Pepper, “Consumption Habits for Socially Stigmatized Goods”, <http://opus1journal.org/others/awardpapers/pepper/pepper.html>
- 2 Hak Choi, “Is There a Community Indifference Curve?”, <http://papers.ssrn.com/sol3/papers.cfm>
- 3 Dawar Niraj, “A step by step Guide to Winning the Customer”, Strategy + Business, Issue 74, Spring 2017, Pp. 58-63

UNIT II

LECTURES 15-16

DEMAND

OBJECTIVE:

The main objective of these lectures is to learn the meaning and application of the concept and law of demand.

CONTENTS:

- Meaning of Demand
- Features of Demand
- Demand function
 - Individual demand Function
 - Market Demand Function
- Determinants of Demand

- General factors
 - Price of the Product itself
 - Income of the consumer
 - Tastes and preferences of the consumer
 - Prices of related goods
- Additional factors related to luxury goods and durables
 - Consumer's expectations of future prices
 - Consumer's expectations of future incomes
- Additional factors related to market demand
 - Population
 - Social, economic and demographic distribution of consumers
- Market Demand Schedule
- Market Demand Curve
- Changes in demand
- Shifts in demand
- Change in demand v change in quantity demanded
- The Law of Demand
- Exceptions to the Law of Demand
- Why does demand curve slope downwards?

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q1, 5 – 7, 13, 24, 45

LONG ANSWER QUESTIONS: Q 13 – 16, 28, 33, 35, 46, 47

OTHER ASSIGNMENTS

1. ibid 1, Page 92, Q. 1, 2, 11, 13, 15
2. ibid 2, Page 244, Q 1 – 9, 12

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 75 - 90
- 2 ibid 2, Page 223-246

REFERENCE BOOKS:

- 1 ibid 4, Page 35 – 46
- 2 ibid 5, Page 31 – 51
- 3 ibid 6, Page 115 – 116, 163 – 168

ARTICLE:

- 1 Aaron Strong, V. Kerry Smith, “Reconsidering the Economics of Demand Analysis with Kinked Budget Constraints”, <http://www.nber.org/papers/w14304>.

CASE STUDY

- 1 ibid 2, Page 3.51

LECTURES 17-18

ELASTICITY OF DEMAND

OBJECTIVE:

The objective of these lectures is to understand the basic aspects of elasticity of demand covering the various types of elasticity and its impact on consumer behaviour

CONTENTS:

- Elasticity of Demand
- Types of Elasticities
 - Price elasticity of demand
 - Income elasticity of demand
 - Cross elasticity of demand
 - Promotional elasticity of demand
 - Expectations elasticity of demand
- Arc Elasticity
- Point Elasticity
- Price Elasticity of Demand
 - Meaning
 - Types
 - Perfectly elastic
 - Perfectly inelastic
 - Unitary elastic
 - Relatively elastic
 - Relatively inelastic

- Measurement Techniques
 - Percentage Measure or analytical approach
 - Graphical measure
 - Slope measure or mathematical method
 - Total outlay method
- Determinants of Price Elasticity
 - Number and closeness of substitutes
 - Share of commodity in buyer's budget
 - Nature of commodity
 - Number of uses a commodity can be put to
 - Habit forming characteristic
 - Time period
- Income Elasticity
 - Meaning
 - Types
 - Uses
- Cross Elasticity of Demand
- Advertising Elasticity of Demand
- Significance of concept of elasticity of demand

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 8, 15, 25, 26, 27, 28, 29, 30, 34

LONG ANSWER QUESTIONS: Q 17 – 21, 24, 32, 34, 51, 52, 53,

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 119 - 120, Q. 1, 2, 4, 5, 12 – 15
- 2 ibid 2, Page 286, Q. 7-15
- 3 ibid 3, Page 138, Q. 2, 3, 7
- 4 ibid 5, Page 65-66, Q 3-8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page – 95 – 113
- 2 ibid 2, Page 247-286
- 3 ibid 3, Page 117 – 135

REFERENCE BOOKS:

- 1 ibid 6, Page 172 – 188
- 2 ibid 5, Page 65-66

ARTICLE:

- 1 Tatiana Andreyeva, Michael W. Long and Kelly D. Brownell, “The Impact of Food Prices on Consumption: A Systematic Review of Research on the Price Elasticity of Demand for Food”, American Journal of Public Health | February 2010, Vol. 100, No. 2, pp.216-222.

CASE STUDY

- 1 ibid 1, Page 119

LECTURES 19-20

DEMAND ESTIMATION AND FORECASTING

OBJECTIVE:

These lectures aim to provide theoretical as well as practical knowledge of the various techniques of demand estimation and forecasting.

CONTENTS:

- Demand Estimation
 - Market experiment method
 - Survey of consumer’s intentions
 - Regression analysis
- Demand forecasting
 - Meaning
 - Purpose of
 - Short run forecast
 - Long run forecast
 - Steps involved in demand forecasting
 - Identification of objective
 - Determining the nature of goods under consideration
 - Selecting a proper method of forecasting
 - Interpretation of results
 - Determinants of demand forecast for
 - Consumer durables
 - Non – durable consumer durables

- Capital goods
- Methods and techniques of demand forecasting
 - Opinion polling methods
 - Consumer's survey method
 - ❖ Complete enumeration survey
 - ❖ Sample survey and test marketing
 - ❖ End use
 - Sales force opinion method
 - Experts opinion method
 - Mechanical extrapolation technique
 - Fitting trend line by observation
 - Least squares
 - Time series analysis
 - Moving average
 - Exponential smoothing
 - Trend analysis
 - Barometric technique

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 9, 10, 14, 29, 30 31, 33, 34, 35, 43, 44

LONG ANSWER QUESTIONS: Q 22, 23, 25, 27, 35, 41, 42, 43, 45

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 131, Q. 1 – 3, 7, Page 160, Q. 2, 3, 5, 9, 13
- 2 ibid 2, Page 311, Q 6-16
- 3 ibid 3, Page 175, Q. 1 -7
- 4 ibid 5, Page 67- 94, Q 1 – 11

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 114 – 118, 123 – 129, 132 – 150
- 2 ibid 2, Page 287-313
- 3 ibid 3, Page 145 – 172

REFERENCE BOOKS:

- 1 ibid 4, Page 260 – 277
- 2 ibid 5, Page 67 – 75, 77 – 90
- 3 ibid 6, Page 194 – 220

LECTURES 21 -23

THEORY OF PRODUCTION: MANAGERIAL USES OF PRODUCTION FUNCTION

OBJECTIVE:

In these lectures students will learn about various factors of production/inputs and the relation between inputs and output, the concept of production function and role of technology. Production function plays very crucial role in production decision making process.

CONTENTS:

- The law of supply
 - The determinants of supply
 - Elasticity of supply
 - Methods of measuring supply
 - Determinants of elasticity of supply
- The meaning of production
 - Factors affecting production
 - The production function
 - Short run analysis of production function
 - Law of variable proportion
- Long run production function (A case of return to scale)
- Empirical production function (Cobb-Douglas Production Function)

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER QUESTIONS: Q 1, 3-7, 11,14,15,30, 33, 35, 36, 37, 38, 46, 48

LONG ANSWER QUESTIONS: Q 4,5,6,7,8,9,10,12,13,23,24, 38, 39, 42, 46, 49, 53, 60

OTHER ASSIGNMENT:

- 1 ibid 2, Page 353, Q. 1 – 20
- 2 ibid 5, Page 163-165, Q. 1 – 5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 178-209,
- 2 ibid 2, Page 317-354

REFERENCE BOOK:

- 1 ibid 6, Page 226-257

ARTICLES:

- 1 SK Mishra, "A brief History of Production Functions", The IUP Journal of Managerial Economics, Vol. VIII, No.4, November 2010, pp. 6-34.
- 2 Harun R. Khan, " Global Economic Turmoil: Impact on Indian Economy and the Way Forward", RBI Bulletin, April 2016, pp. 69-76
- 3 Md. Moyazzem Hossain, Tapati Basak, Ajit Kumar Majumder "An Application of Non-Linear Cobb-Douglas Production Function to Selected Manufacturing Industries in Bangladesh" , OpenJournalofStatistics, Vol.3 No.3(2013)

LECTURE - 24

CASE STUDY

OBJECTIVE:

The objective of this lecture is to understand the practical aspect of the production decision making process.

CASE STUDY:

Production: Managerial uses of Production Function

TEXT BOOK:

- 1 ibid 3, Page 213-214

LECTURE – 25-26

ISOQUANT CURVES

OBJECTIVE:

The lectures aim at explaining the concept of isoquant curves in production function.

CONTENTS:

- Isoquant Curve Approach
- Features of isoquant curve
- Properties of isoquant curves
 - Isoquants have a negative slope
 - Isoquant curves are convex to the origin
 - Isoquants are non-intersecting and non-tangential
 - Higher isoquant curve represents higher level of satisfaction.
- Isoquant map
- Types of Isoquants
 - Linear Isoquant
 - Isoquants with fixed factor-proportion or L-shaped Isoquants
 - Kinked Isoquants

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 12, 24, 27, 29 , 39

LONG ANSWER QUESTIONS: Q 35, 38, 26, 53, 54

OTHER ASSIGNMENTS:

TEXT BOOKS:

- 1 ibid 1, Page 207-208, Q. 6, 12, 22, 23
- 2 ibid 2, Page 380, Q. 15-23
- 3 ibid 3, Page 7.47, Q 3, 4, 10, 11, 15

REFERENCE BOOK:

- 1 ibid 6, Page 258, Q 6

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 187-191
- 2 ibid 2, Page 355-382
- 3 ibid 3, Page 7.12-7.19

REFERENCE BOOK:

- 1 ibid 6, Page 237-248

LECTURE – 27-28

OPTIMAL COMBINATION OF INPUTS

OBJECTIVE:

The lectures aim at exploring the least cost combination of inputs.

CONTENTS:

- Input combinations
- Budgetary constraint and budget line
- Conditions for the least-cost combination of inputs
 - The first order or necessary condition
 - The second order or supplementary condition
- Changes in factor prices and optimal combination of inputs

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORTANSWER QUESTIONS: Q 30, 34 (A,B, C)

LONG ANSWER QUESTIONS: Q 42, 46, 55, 56

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 208, Q 15
- 2 ibid 3, Page 7.48, Q 13

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 191-195
- 2 ibid 3, Page 7.19-7.25

REFERENCE BOOK:

- 1 ibid 6, Page 253-257

UNIT III

LECTURES 29

COST OF PRODUCTION

OBJECTIVE:

The objective of these lectures is to understand the different aspect of costs elements which are relevant for managerial decision making regarding the cost of production.

CONTENTS:

- Cost and managerial decision making
- Type of costs
- Theory of cost: Cost-output function
- Determinants of a cost function
- Relationship between production and cost
- Short-Run Cost Function
- Long-Run Cost Function
- Relationship between long run and short run cost curves
- Why a long run average cost curve is likely to be L-shaped
- The Analysis of economies of scale
- Internal Economies
- External Economies
- Diseconomies of Scale
- Economies of scope

ASSIGNMENTS FROM QUESTION BANK

UNIT-III

SHORT ANSWER QUESTIONS: Q 2, 9,10,12,13, 20, 28,31,32

LONG ANSWER QUESTIONS: Q 1-3, 14-20, 21, 22, 34, 36, 37, 38, 40,41,42,43, 62, 63

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 210-253
- 2 ibid 2, Page 401-444
- 3 ibid 3, Page 213-243

REFERENCE BOOK:

- 1 ibid 6, Page 260-291
- 2 ibid 7, Page 107-126

ARTICLES:

- 1 Charles. I. Jones, “The shape of Production Functions and the direction of technical change”, www.stanford.edu/~chadj/JonesQJE2005.pdf
2. DebloshDey, “Cost Competitiveness & Pricing Strategies”, The Management Accountant, May, 2014, Vol.49, No.5, pp. 46-51
3. Duettocloudcom. 2018. Group and Leisure Revenue Strategies for 2018 - Duetto Blog. 5 January 2018. Duetto. [Online]. [19 May 2018]. Available from: <http://duettocloud.com/winning-revenue-strategies-capitalize-banner-travel-year/>
4. Oil Companies Tap New Technologies to Lower Production Costs, <https://www.wsj.com/articles/oil-companies-tap-new-technologies-to-lower-production-c...> Sep 13, 2015

LECTURE – 30

PRACTICAL QUESTIONS

OBJECTIVE:

The objective of this lecture is to understand the practical aspect of cost function in short run and long run.

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTIONS: Q 29,30

LONG ANSWER QUESTIONS: Q35,39,

SUGGESTED READING:

TEXT BOOK:

1. ibid 3, Page 248-250

LECTURES 31-32

THEORY OF PRICING – PERFECT COMPETITION

OBJECTIVE:

The objective of these lectures is to introduce the basics of market morphology and identify the different market structures. To understand the market demand and firm's demand under perfect competition. And to help analyze the pricing and output decisions of a perfectly competitive firm in the short run and long run.

CONTENTS:

- The market and the criteria for market classification
- Equilibrium of a firm
- Perfect competition
- Main features
- Equilibrium of a firm
- Shutdown point for a perfectly competitive firm
- Supply curve
- Price determination in perfectly competitive industry
- The market's long run supply curve
- Consequence of perfect competition
- Effective or workable competition and potential competition

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTIONS: Q 6,12,14, 24, 27, 28

LONG ANSWER QUESTIONS: Q 1, 2,21,47

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page 270-281
2. ibid 2, Page 533-558

3. ibid 3, Page 253-267
4. ibid 7, Page 127-146

REFERENCE BOOK:

- 1 ibid 6, Page 316-323

LECTURES 33-35

THEORY OF PRICING – MONOPOLY, PRICE DISCRIMINATION IN MONOPOLY

OBJECTIVE:

The objective of these lectures is to introduce the basics of market morphology and identify the different market structures. To understand the market demand and firm's demand under monopoly. And to help analyze the pricing and output decisions of a perfectly competitive firm in the short run and long run.

CONTENTS:

- Pure monopoly
- Main features
- Causes of origin of monopoly
- Equilibrium of monopoly firm]
- Degree of monopoly of concentration of economic power
- Multiplan monopoly
- Discriminating monopoly-meaning
- Conditions when price discrimination is possible
- Degrees of price discrimination
- Objectives of differential pricing
- Price output determination under discriminating monopoly
- Peak load pricing
- The Two-part tariff

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTIONS: Q 1, 10, 12,13,33,34

LONG ANSWER QUESTIONS: Q 16, 17, 22, 25, 38, 40, 42, 44-46, 64, 65

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 282-296
- 2 ibid 2, Page 559-610
- 3 ibid 3, Page 274-294

REFERENCE BOOKS:

- 1 ibid 6, Page 323-332
- 2 ibid 7, Page 147-169

ARTICLES

- 1 L. Randall Wray, “Keynes after 75 Years: Rethinking Money as a Public Monopoly”, http://www.levyinstitute.org/pubs/wp_658.pdf
- 2 DezsöSzalay, Monopoly, Non-linear Pricing, and Imperfect Information: A Reconsideration of the Insurance Market, http://www.warwick.ac.uk/fac/soc/economics/research/workingpapers/2008/twerp_863.pdf

LECTURES 36-39

THEORY OF PRICING – MONOPOLISTIC COMPETITION, DUOPOLY AND OLIGOPOLY

OBJECTIVE:

To introduce the basics of market morphology and identify the different market structures. To understand the market demand and firm’s demand under monopolistic competition, duopoly, and oligopoly. And to help analyze the pricing and output decisions of a perfectly competitive firm in the short run and long run.

CONTENTS:

- Monopolistic competition - meaning
- Main features price determination of a firm
- “Group” Equilibrium
- Excess capacity and monopolistic competition
- Non-price competition: product differentiation and advertising
- Selling costs: their influence on equilibrium of a firm
- Evaluation of monopolistic competition
- Duopoly
- Cournot’s model of duopoly

- Reaction curve approach
- Chamberlain's model of duopoly
- Oligopoly
- Main features
- Classifying oligopoly situations
- Differentiated oligopoly
- Price under perfect collusion
- Non-collusive oligopoly
- Case of prisoner's dilemma
- Price leadership model
- Sweezy's 'kinky demand' model and stickiness of prices

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTIONS: Q 2, 3, 7, 8, 9,11, 13, 21, 22, 23, 29, 31,32,35,36,37,38

LONG ANSWER QUESTIONS: Q 3, 4, 5, 8, 9, 10, 21, 24, 35, 39, 41,43, 48, 49, 66

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page 301-324
- 2 ibid 2, Page 611-634

REFERENCE BOOKS:

- 1 ibid 6, Page 338-371
- 2 ibid 7, Page 169-203

ARTICLES:

1. Marco Marini and Alberto Zevi, "Just One of us: Consumers Playing Oligopoly in Mixed Markets",
http://host.uniroma3.it/centri/crei/pubblicazioni/workingpapers2011/CREI_01_2011.pdf
2. Keith Tribe,"Competition, Oligopoly and Antitrust: The Theoretical Agenda in the early 1950s", <http://keithtribe.co.uk/wp-content/uploads/2014/10/EUI-93.pdf>
3. America Has a Monopoly Problem—and It's Huge | The Nation
<https://www.thenation.com/article/america-has-a-monopoly-problem-and-its-huge/>
Oct 23, 2017

LECTURE 40-42

THEORY OF PRICING – MONOPOLISTIC COMPETITION, DUOPOLY AND OLIGOPOLY- CASE STUDY ANALYSIS

OBJECTIVE:

The objective of this lecture is to understand the practical aspect of price determination under the monopolistic competition, duopoly, and oligopoly markets.

CONTENT:

Case study - Warren Buffett is Betting the Airline Oligopoly is Here to Stay

<https://hbr.org/2016/11/warren-buffett-is-betting-the-airline-oligopoly-is-here-to-stay>

Nov 17, 2016

TEXT BOOK:

1. ibid 3, Page 348-350

REFERENCE BOOK:

1. ibid 7, Page 204-249

UNIT IV

LECTURE 43-46

NATURE AND IMPORTANCE OF MACRO ECONOMICS

OBJECTIVE:

The objective of this lecture is to understand the overall economic conditions and business environment for the purpose of business decision making.

CONTENTS:

- Meaning of macro economics
- Nature of macro economics
- Importance of Macro Economics
- Major economic problem
 - Unemployment and poverty
 - Inflation
 - Problems of economic growth

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTIONS: Q 6, 8, 12, 13,39

LONG ANSWER QUESTIONS: Q 9,10,50

OTHER ASSIGNMENTS:

1 ibid 6, Page 455, Q 1, 2, 3, 4, 5, 6

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 6, Page 447-454

REFERENCE BOOKS:

1. ibid 6, Page 338-371
2. ibid 7, Page 216-239

ARTICLES:

1. DuvvuriSubbarao, “ Monetary Policy Statement 2013-14”, The RBI Monthly Bulletin May 2013, pp. 1-21
2. Macroeconomic and Monetary developments in 2012-13, Overview, The RBI Monthly Bulletin May 2013, pp. 23-25
3. T. Rajsekar&MalabikaDeo “The Relationship between Fiscal Deficit & Trade Deficit in India: An Empirical Enquiry Using Time Series Data” , The IUP Journal of Applied Economics, Vol. XV, Issue I, Jan. 2016, pp.27-36
4. Sinha, P & Sharma, S. (2018.) Dynamics of Competition in the Indian Banking Sector. Economic and Political Weekly. 53(13), pp. .

LECTURE 47-48

ECONOMIC GROWTH AND DEVELOPMENT & DETERMINANTS OF ECONOMIC DEVELOPMENT

OBJECTIVE:

The objective of this lecture is to explain the essence of economic growth and economic development in contemporary business environment.

CONTENTS:

- Meaning of economic growth
- Determinants of economic growth
 - Human resources and its quality
 - Natural resources
 - Capital formation
 - Technological development
 - Political and social
- Difference between economic growth and economic development

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTIONS: Q 9, 10, 11, 12, 22, 23

LONG ANSWER QUESTIONS: Q 5 , 6

OTHER ASSIGNMENT:

REFERENCE BOOK:

1 ibid 6, Page 509, Q 1, 2, 3, 6, 8, 9

SUGGESTED READINGS:

REFERENCE BOOK:

1 ibid 6, Page 497-508

ARTICLES:

- 1 “An Analysis of the behavior and Composition of Savings in India”,Shradha H Budhedeo, The IUP Journal of Managerial Economics, Vol. VIII, No.3, August 2010, pp. 7-25.
- 2 “Determinants of economic growth: the view of the experts”,PaschalisArvanitidis et.al, http://www.prd.uth.gr/uploads/discussion_papers/2009/uth-prd-dp-2009-01_en.pdf
- 3 “Evolution of Payment systems in India: Or Is It a Revolution?”, R. Gandhi, RBI Bulletin,Nov. 2016, pp. 1-9

LECTURES 49-54

BASIC CONCEPTS OF NATIONAL INCOME, METHODS OF MEASUREMENT OF NATIONAL INCOME

OBJECTIVE:

The objective of these lectures is to explain the various methods involved in measurement of national income.

CONTENTS:

- Basic concepts of national income
- National income as money flow
- Measures of National income
 - Gross national product
 - Gross Domestic Product
 - Net National Product
- **Methods of measurement of national income**
 - **Net output or value added method**
 - Measuring gross value
 - Estimating cost of Production
 - Calculating Gross Domestic Product
 - Calculating national income
 - **Factor-income method**
 - Labour income
 - Capital income
 - Mixed income
 - Calculating Net Domestic Income
 - Calculating national income
 - **Expenditure Method**
 - Govt. final consumption expenditure
 - Private final consumption expenditure
 - Gross domestic capital formation
 - Net exports
 - Calculating national income

- **Measurement of National Income in India**
- **Practical Questions on all three methods**

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTIONS: Q 2, 3, 4, 13, 14, 24, 25

LONG ANSWER QUESTIONS: Q 1, 6, 8, 12, 13, 24, 25

SUGGESTED READINGS:

TEXT BOOK:

1 *ibid* 1, Page 535, Q 1, 2, 3, 5, 13, 17

REFERENCE BOOK:

1 *ibid* 6, Page 461-470

LECTURES 55-56

INFLATION AND OTHER CURRENT ECONOMIC ISSUES

OBJECTIVE:

The objective of these lectures is to explain the inflation as dominant economic problem & its impact on business decision making

CONTENTS:

- Definition of inflation
- Methods of measuring inflation
 - Wholesale Price index
 - Change in GNP Deflator
 - Kinds of inflation
 - Moderate inflation
 - Galloping Inflation
 - Hyper inflation
 - Effects of Inflation
 - Wage earners
 - Producers
 - Fixed Income class

- Borrowers and Lenders
- The government
 - Policy measures to control inflation
 - Bank Rate policy
 - Variable Reserve Ratio
 - Open Market Operations

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTION: Q 1, 15-19

LONG ANSWER QUESTIONS: Q 2, 4, 5,12,13, 26, 27, 28, 29

OTHER ASSIGNMENTS:

SUGGESTED READINGS:

REFERENCE BOOK:

1 ibid 6, Page 556, Q 1-20

ARTICLES:

- 1 Deepak Mohanty, A B Chakraborty, Abhiman Das and Joice John, “Inflation Threshold in India: An Empirical Investigation”,
<http://rbidocs.rbi.org.in/rdocs/Publications/PDFs/18WPS071011F.pdf>
- 2 KaushikBasu, “Understanding Inflation and Controlling It”,
http://finmin.nic.in/workingpaper/understanding_inflation_controlling.pdf
- 3 Dilip Kumar Datta, “Depreciating Rupee against Dollar”, The Management Accountant, May, 2014, Vol.49, No.5, pp. 93-100.
- 4 SaiVivekWalia& G. RaghvenderRaju, “Monetary Policy Transmission in India: A Post Reform Analysis” The IUP Journal of Applied Economics, Vol.XIII, No. 2, April 2014, pp.7-22.
- 5 Raghuram G. Rajan, “Competitive Monetary Easing: Is It Yesterday Once More?”, RBI Bulletin, May 2014, pp.1-12.
- 6 Penny Pritzker et.al,” Measuring the Economy A Primer on GDP and the National Income and Product Accounts”, http://www.bea.gov/national/pdf/nipa_primer.pdf.
- 7 P. K. Mishra, “Exclusion to Inclusion: An Economic Paradigm for India”, FIIB Business Review, Vol. III, Issue IV, Oct. 2014-Dec. 2014, pp.3-15.
- 8 Kulshreshtha, A.C. (2017). Estimation of output of financial services: Some issues. Journal of Income and Wealth, 39(1), 16-27.

- 9 Dani, Shefali. (2016). A Research Paper on an Impact of Goods and Service Tax (GST) on Indian Economy. *Business and Economics Journal*. 07. 10.4172/2151-6219.1000264.

LECTURE PLAN

ACCOUNTING FOR MANAGEMENT

MS - 107

**A COURSE OUTLINE
MBA-I SEMESTER
ACCOUNTING FOR MANAGEMENT
MS – 107**

OBJECTIVES:

The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

Course Contents:

1. Nature of Accounting Information:

Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Error, Classification of Capital and Revenue, Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments). **(24 Hours)**

2. Cost Accounting: Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Costing, Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting. **(25 Hours)**

3. Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting. **(13 Hours)**

4. Decision Making Techniques: Marginal Costing, Application of Marginal Costing in Decision Making, Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; EVA; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing; Uniform Costing. **(13 Hours)**

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Accounting for Management, and students are advised to go through the material for thorough understanding of the subject:

MAIN TEXT BOOK

1. **Author's Name(s):** Dr. S.N. Maheshwari (ibid 1)
Title: Accounting for Management
Edition: 3rd**Year:** 2012
Publisher: Sultan Chand and Sons

REFERENCE BOOKS

1. **Author's Name(s):** Ravi M. Kishore (ibid 2)
Title: Cost and Management Accounting
Edition: 5th**Year:** 2011
Publisher: Taxmann Publications (P) Ltd.
2. **Author's Name(s):** Horngren Charles (ibid 3)
Title: Cost Accounting: A Managerial Emphasis
Edition: 14th Year: 2012
Publisher: Pearson Education
3. **Author's Name(s):** Dr. S.N. Maheshwari (ibid 4)
Title: Cost Accounting – Theory and Problems
Edition: 26th Year: 2012-13
Publisher: Sultan Chand & Sons.
4. **Author's Name(s):** Dr. N. Ramachandran & R. K. Kakani (ibid 5)
Title: Financial Accounting for Management
Edition: 3rd**Year:** 2011
Publisher: Tata McGraw Hill Education Private Limited
5. **Author's Name(s):** S.P. Jain &K.L. Narang (ibid 6)
Title: Advanced Accountancy- I
Edition:16th Year: 2010
Publisher:Kalyani Publishers
6. **Author's Name(s):** Dr. S.N. Maheshwari (ibid 7)
Title: Accounting for Management
Edition: Fourth Edition: 2018
Publisher: Vikas

JOURNALS

1. The Accounting Review
2. Journal of Accounting and Finance
3. The Chartered Accountant
4. The Management Accountant
5. The IUP Journal of Accounting Research and Audit Practices

WEBSITES & LINKS:

1. Thakur Rajesh, "Fair Valuation-Pillar Under Ind AS", The Chartered Accountant, Vol. 66, No.11, May 2018, pp. 52-61.
2. N. Shyamasundaran, "Resolving Accountants' Dilemma in capitalizing costs", The Chartered Accountant, Vol. 66, No.8, Feb 2018, pp. 60-68.
3. <http://researchjournals.in/documents/published/2230.pdf>.
4. <http://www.krepublishers.com/02-Journals/JSS/JSS-23-0-000-10-Web/JSS-23-2-000-10-Abst-PDF/JSS-23-2-135-10-704-Adeyemi-S-L/JSS-23-2-135-10-704-Adeyemi-S-L-Tt.pdf>
5. <http://www.shrm.org/education/hreducation/pages/thompsontechnologyacasestudyincontrollinglaborcosts.aspx>
6. <http://www.google.co.in/url?sa=t&rct=j&q=research%20article%20on%20absorption%20of%20overheads&source=web&cd=1&cad=rja&ved=0CCoQFjAA&url=http%3A%2F%2Fwww.iiste.org%2FJournals%2Findex.php%2FRJFA%2Farticle%2Fdownload%2F2396%2F2395&ei=wi68Uf-XAYaYrAf2j4C4Cw&usg=AFQjCNFRXplfLhaXWIEiIspsFbyCeT8S4A&bvm=bv.47883778,d.bmk>
7. <http://eprints.hud.ac.uk/139/>

LECTURE 1

INTRODUCTION TO ACCOUNTING

OBJECTIVE:

Every person performs some commercial or non-commercial activities. Accounting is a language by which economic activities are translated and communicated to the interested parties. The basic objective of this lecture is to acquaint the students with the accounting fundamentals.

CONTENTS:

- Definition of Accounting
- Objectives and Role of Accounting
- Functions of Accounting
 - Recording,
 - Classifying
 - Summarizing
 - Records transaction in terms of money
 - Deals with financial transactions
 - Interpretation
 - Communication
- Branches of Accounting
 - Financial accounting
 - Cost accounting
 - Management accounting
- Distinction between Bookkeeping and Accounting
- Users of Accounting Information
- Advantages of Accounting
- Limitations of Accounting
- Basis of Accounting
 - Accrual basis
 - Pure cash basis

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q1, 2

LONG ANSWER QUESTION: Q 1, 32

OTHER ASSIGNMENT:

1 ibid 1, Page No.1.13, Essay type Q1, 2, 3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 1, Part 1, Page No.1.3-1.13

REFERENCE BOOK:

1 ibid 5 , Chapter 1, Page No.3-28

LECTURE 2-3

ACCOUNTING PRINCIPLES AND STANDARDS

OBJECTIVE:

For making accounting information more meaningful for the users, it is necessary to make such information reliable and comparable. This is possible only when it is provided with consistent principles and policies. These principles, policies and the relevant accounting standards will be discussed in this lecture.

CONTENTS:

- Accounting Concepts
 - Separate entity
 - Money measurement
 - Going concern
 - Accounting period
 - Cost
 - Revenue recognition (or realization)
 - Matching (or accrual)
 - Dual aspect (or duality)
- Accounting Convention
 - Full, fair and adequate disclosure
 - Conservatism
 - Consistency
 - Materiality
- Accounting Standards

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 11, 12, 28,39

LONG ANSWER TYPE QUESTION: Q 4,

OTHER ASSIGNMENT:

1 ibid 1, Page No.1.26, Essay type Q 2, 4, 5

SUGGESTED READINGS:

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LECTURES 4-7

JOURNALIZING TRANSACTIONS

OBJECTIVE:

The day to day transactions need to be systematically recorded for future reference. All financial transactions are recorded in the journal. These lectures aim to acquaint the students with the procedure of recording the transactions in the journal.

CONTENTS:

- Introduction
- Journal
- Advantages of Journal
 - Complete information about the business
 - Explanation of the transaction
 - Minimum errors
- Classification of Accounts
 - Personal accounts
 - Natural
 - Artificial
 - Representative
 - Real accounts
 - Tangible
 - Intangible
 - Nominal accounts
 - Expenses & losses
 - Income & gain
- Rules of Debit and Credit
- Compound Journal Entry
- Opening Entry
- Accounting Equation

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER TYPE QUESTIONS: Q 6, 7, 8

LONG ANSWER QUESTION: Q 2

PRACTICAL QUESTIONS: 1, 2, 3

OTHER ASSIGNMENT:

1 ibid 1, Page No.1.41, Essay type Q1, Practical Q1, 2, 3, 4

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Chapter 3, Part 1, Page No.1.28-1.44

LECTURE 8-9

LEDGER AND SUBSIDIARY BOOKS

OBJECTIVE:

The basic aim of this lecture is to understand the meaning of ledger and procedure of its preparation from the books of primary entry.

CONTENTS:

- Introduction
- Posting
- Balancing of Ledger Account
- Subsidiary Books of Accounts
 - Cash book
 - Purchase day book
 - Sales day book
 - Purchase return book
 - Sales return book
 - Bill receivable book
 - Bill payable book
 - Journal proper
- Cash Book
 - Simple cash book
 - Two columnar cash book
 - Three columnar cash book
 - Petty cash book
- Questions

ASSIGNMENT FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 35

LONG ANSWER QUESTION: Q 29

PRACTICAL QUESTION: Q 2, 28

OTHER ASSIGNMENT

1 ibid 1, Page No.1.56-1.58, Essay Type Q1, Practical Q 2, 3, 4,

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 4 and 5, Part 1, Page No.1.45-1.58

REFERENCE BOOK:

1 ibid 5, Chapter 5 , Page No.278-281

LECTURE 10-11

TRIAL BALANCE AND RECTIFICATION OF ERRORS

OBJECTIVE:

It is imperative to periodically compile the account balances to verify whether the aggregate of debit and credit balances of all accounts are equal or not. Trial Balance helps the accountants in verifying their accounts. The lecture intends to provide an insight into the preparation of Trial Balance as well as identification and rectification of errors.

CONTENTS:

- Introduction
- Objectives of Preparing Trial Balance
- Errors not Disclosed by the Trial Balance
- Location of Errors in Trial Balance
- Example of Trial Balance
- Suspense Account
- Rectifying accounting entries
- Effect on profit
- Rectification of errors through Capital Account

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTION: Q 14, 35, 36

LONG ANSWER QUESTION: Q 8, 29

PRACTICAL QUESTION: Q 4

OTHER ASSIGNMENTS:

1 ibid 1, Page No.1.56 and 1.58, Essay Type Q2, Practical Q5

2 ibid 1, Page No.1.289 – 1.308, Essay Type Q 2, Practical Q1 - 18

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Chapter 4, Part 1, Page No.1.45-1.58

2 ibid 1, Chapter 13, Part, Page No.1.289-1.308

REFERENCE BOOK:

1 ibid 5, Chapter 5, Page No.281-323

LECTURE 12

CAPITAL AND REVENUE

OBJECTIVE:

The aim of this lecture is to provide understanding of the concepts of capital and revenue expenditures and receipts.

CONTENTS:

- Capital Expenditure
- Revenue Expenditure
- Deferred Revenue Expenditure
- Capital Receipts
- Revenue Receipts
- Capital Profit
- Capital Losses

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 13, 15

LONG ANSWER QUESTION: Q 7, 30

PRACTICAL QUESTION: Q 5, 30

OTHER ASSIGNMENT:

1 ibid 1, Page No.1.153, Essay Type Q 2 Practical Q1, 2, 3, 4

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 9, Part 1, Page No.1.147-1.153

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LECTURE 13-14

FINAL ACCOUNTS - I

OBJECTIVE:

The determination of profit or loss is done by preparing a Trading, Profit and Loss account. This lecture aims to impart the importance and the procedure of preparing the financial statements.

CONTENTS:

- Introduction
 - Gross profit
 - Net profit
- Manufacturing Account
- Trading Account
- Profit and Loss Account
- Questions

ASSIGNMENT FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 16 – 21, 38

OTHER ASSIGNMENT:

1 ibid 1, Page No.1.211-1.213, Essay Type Q 6, 7 Practical Q1, 4, 6, 7

SUGGESTED READINGS:**TEXT BOOK:**

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REFERENCE BOOK:

1 ibid 5, Chapter 3 , Page No.121-158

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LECTURE 15-16**FINAL ACCOUNTS - II****OBJECTIVE:**

This lecture intends to acquaint the students with the procedure of preparation of Balance Sheet and its interpretation.

CONTENTS:

- Balance Sheet
- Explanation of Balance Sheet Items
 - Share capital
 - Reserves and surplus
 - Secured loans
 - Unsecured loans

- Current liabilities and provisions
- Assets Side
 - Fixed assets
 - Investments
 - Current assets
 - Miscellaneous expenditure
- Distinction between Profit and Loss Account and Balance Sheet
- Contents of Corporate Annual Reports with Annexure
- Questions

ASSIGNMENT FROM QUESTION BANK

LONG ANSWER TYPE QUESTIONS: Q 13,15,16,21,

OTHER ASSIGNMENT:

1 ibid 1, Page No.1.211-1.216, Essay Type Q2, 6, 7, Practical Q4, 5, 6, 7

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 10, Part 1, Page No.1.154-1.216

REFERENCE BOOK:

1 ibid 5, Chapter 3, Page No.41-75

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LECTURES 17-19

FINAL ACCOUNTS - III

OBJECTIVE:

In preparation of final accounts, the accountant may come to know of certain adjustments to be made in the books of accounts to give a true picture of the state of affairs of the business after closing the books of accounts and preparing the Trial Balance. These adjustments will be discussed in these lectures.

CONTENTS:

- Common Adjustments
 - Depreciation
 - Closing stock
 - Bad debts to be written off
 - Reserve for doubtful debts
 - Outstanding expenses
 - Outstanding income
 - Pre-Paid expenses
 - Income received in advance or accrued
 - Interest on capital
 - Interest on drawings
 - Net profit
 - Net loss
 - Goods used by proprietor for personal use
 - Reserve for discount on creditors
 - Distribution of goods as free samples
 - Goods lost by fire
- Question Discussion

ASSIGNMENT FROM QUESTION BANK:

PRACTICAL QUESTION: Q 10 – 14, 18, 26

OTHER ASSIGNMENT:

1 ibid 1, Page No.2.218-1.224, Practical Q14-21

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Chapter 10, Part 1, Page No.1.154 -1.224

LECTURES 20-24

DEPRECIATION

OBJECTIVE:

Usage, passage of time, wear and tear, depletion and other such factors result in reduction in the value of an asset. To show the true and fair value of the asset in the financial books, it is imperative for the students to have an understanding of depreciation accounting. These lectures aim to acquaint the students with the concept and methods of providing depreciation.

CONTENTS:

- Concept of depreciation
- Causes of depreciation
- Features of depreciation
- Depreciation, depletion, amortization and dilapidations
- Meaning of depreciation accounting
- Objectives of providing depreciation
- Fixation of depreciation amount
- Methods of recording depreciation
- Methods for providing depreciation
- Accounting standard (AS-6)

ASSIGNMENTS FROM QUESTION BANK:

LONG ANSWER TYPE QUESTIONS: Q 11 – 14, 28

PRACTICAL QUESTIONS: Q 6 – 9, 16,17, 29

OTHER ASSIGNMENT:

1 ibid 1, Page No.1.284 - 285, Essay Type Q 2, 3, 7 Practical Q1- 14

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 12, Part 1, Page No.1.248-1.288

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UNIT II

LECTURE 25

COST ACCOUNTING

OBJECTIVE:

Cost accounting is the process of accounting for cost. Cost accounting primarily deals with collection, analysis of relevant cost data for interpretation and presentation for various problems of management. This lecture aims to discuss the fundamentals of cost accounting.

CONTENTS:

- Cost accounting
- Distinction between Financial Accounting and Cost Accounting
- Costs, Expenditure or Loss
- Elements of Cost
 - Materials
 - Direct material
 - Indirect material
 - Labour
 - Direct labour
 - Indirect labour
 - Expenses
 - Direct expenses e.g. hire of some special machinery for contract
 - Indirect expenses e.g. rent, salaries etc.
 - Overheads

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q1 (a), 2, 24

PRACTICAL QUESTION: Q1

OTHER ASSIGNMENT:

1 ibid 1, Page No.C55 and C57-C59, Essay Type Q 3, 7, 16, Practical Q1-Q6

SUGGESTED READINGS:**TEXT BOOK:**

1 ibid 1, Chapter 1 and 2, Part 2, Section 2, Page no.C.3-34

REFERENCE BOOK:

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LECTURE 26-28**CLASSIFICATION OF COSTS& PREPARATION OF COST SHEET****OBJECTIVE:**

Cost information is of utmost importance in analysis of profitability of consumers, products, division, regions etc. so as to advise the management on the most appropriate course of action based on the cost efficiency and capability. For this purpose, it is important to study the different types of cost and their behavior. This lecture deliberates upon the classification of costs on the

basis of nature, relation to cost centre, functions and activities, time and managerial decision-making purpose.

CONTENTS:

- Types of Cost
 - Fixed, variable, semi variable & step costs
 - Product costs & period costs
 - Direct & Indirect costs
 - Shut down & sunk Costs
 - Controllable & uncontrollable costs
 - Escapable & inescapable costs.
 - Differential, incremental or decremental costs
 - Out of pocket cost
 - Opportunity costs
 - Conversion cost
 - Prime cost
 - Factory cost
 - Cost of production
 - Cost of sales

ASSIGNMENT FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 3, 13

LONG ANSWER TYPE QUESTIONS: Q35

OTHER ASSIGNMENT:

1 ibid 1, Page No. C 57, Essay Type Q1, 5, 7, 9, 19, 20, 21, Practical Q2, 3, 4, 5, 6

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 2, Part 2, Section 2, Page No.C.35 – 54

REFERENCE BOOK:

1 ibid 2, Part 1, Chapter 2 Page No.24 - 66

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LECTURES 29 - 35

INVENTORY – PROCUREMENT, PRICING AND CONTROL

OBJECTIVE:

The efficiency in procurement of materials and pricing of issues affects the profitability computations. These lectures aim to provide the details of documentation used in procurement of materials and its stocking along with the various methods of pricing material issues.

CONTENTS:

- Ordering Cost
- Carrying Cost
- Stock out Cost
- Material Cost Control
 - Issuing of materials
 - Materials requisition
 - Bills of materials
 - Materials returned notes
 - Materials transfer note
 - Maintenance of inventory records
 - Records by the storekeeper
 - Bin cards
 - Stores material control record
 - Records by the costing office
 - Store ledger
- Inventory System
 - Periodic inventory system
 - Perpetual inventory system
 - Continuous stock taking
- Valuation of Materials
 - Based on cost price
 - Specific price method
 - First in first out method
 - Last in first out method

- Highest in first out method
- Next in first out method
- Base stock method
- Derived from cost price
 - Average cost method
 - Market price method
- Based on notional price
 - Inflated price method
 - Standard cost method
- Comparison between LIFO & FIFO
 - Technique of Material Control
 - Control Ratios
 - a. Activity ratio
 - b. Capacity ratio
 - c. Efficiency ratio
 - Turnover Ratios
- Inventory control
 - Steps involved in inventory control
 - Purchasing of materials
 - Receiving of materials
 - Inspection of Materials
 - Storage of materials
 - Issuing of materials
 - Maintenance of inventory records
 - Stock Audit.
 - Technique of Inventory Control
- Calculation of levels
 - Maximum level
 - Maximum level
 - Minimum level
 - Reorder level
 - Danger level
- Material losses

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 5, 6, 7, 8, 10, 19

LONG ANSWER TYPE QUESTIONS: 1, 11, 15, 16, 34

PRACTICAL QUESTIONS: 1 – 6, 17,18, 19

OTHER ASSIGNMENT:

1 ibid 1, Page No.C95-C100, Essay type Q 3, 5, 6, Practical Q1-21

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 3, 4, 5 Part 2, Section 2, Page No.C.60-95, C.101-143, C. 151 - 157

REFERENCE BOOK:

1 ibid 2, Part 1, Chapter 4, Page No.104-135

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LECTURES 36 - 37

LABOUR COST CONTROL

OBJECTIVE:

Labor is considered as an essential cost element in any manufacturing organization. Thus, it becomes necessary to learn the optimum utilization of labour. These lectures aim to acquaint the students with the effective utilization of labor to reduce the manufacturing cost of the production.

CONTENTS:

- Direct and Indirect Labour
- Accounting & Control Over Labour Cost
- Five Major Departments
 - Personnel Department

- Labour placement requisition
- Employee's history card
- Engineering & Work Study Department
 - Preparation of plans & specification for each job scheduled for production.
 - Supervision of production activities
 - Initiation & supervision of research & experimental work
 - Maintaining safety & efficient working conditions
 - Making time & motion studies
 - Making job analysis
 - Setting piece rates
 - Conducting job evaluation & merit rating
- Time-Keeping Department
 - Attendance time record (handwritten records, token method, time recording clocks etc.)
 - Job time records. (daily time sheet, weekly time sheet, job card, idle time card, labour cost card, piece work card record)
- Pay Master Department
 - Pay roll accounting
 - Pay slip
 - Prevention of fraud in wage payment
- Cost Accounting Department
 - Wages abstract
 - Treatment of holiday pay and overtime
- Concepts
 - Casual workers
 - Outworkers
 - Idle time
 - Causes of idle time
 - Overtime Wages
 - Labour Turnover
 - Incentive Plans
 - Halsey and Halsey-weir premium plan
 - Rowan Plan
 - Comparison of Halsey incentive plan and rowan plan.
 - Taylor's differential piece rate
 - Some Other Plans
 - Emerson's efficiency plan
 - Gantt task and Bonus system
 - Bedeaux or points scheme
 - Hayen's plan
 - Accelerating premium bonus plan
 - Priestman's production bonus plan

ASSIGNMENTS FROM QUESTION BANK:

LONG ANSWER TYPE QUESTIONS: Q4, 10, Q. 17 – 19, 26

PRACTICAL QUESTIONS: Q 7, 8, 28

OTHER ASSIGNMENT:

1 ibid 1, Page No.C191, Essay Type Q 4, 6, 7, 9, 11

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 6,7, Part 2, Page No.C. 160 – 190, C.193-218

REFERENCE BOOK:

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LECTURE 38

CLASSIFICATION OF OVERHEADS

OBJECTIVE:

Overheads are the indirect costs which cannot be allocated to any specific job or process. Overheads cannot be economically identified with specific saleable cost units. This lecture aims to impart the procedure of classification and allocation of overheads to its respective cost centres.

CONTENTS:

- Classification of Overheads

- According to nature
 - Indirect material
 - Indirect labour
 - Indirect Expenses
- According to normality
 - Normal overheads
 - Abnormal overheads
- According to controllability
 - Controllable overheads
 - Uncontrollable overheads
- According to variability
 - Fixed overheads
 - Variable overheads
 - Semi-variable overheads
- According to functions
 - Factory overheads
 - Administrative overheads
 - Selling & distribution overheads
- Stages of overheads distribution
 - Collection and Classification of overheads
 - Numerical method
 - Alphabetical or mnemonic method
 - Alphabetical cum numerical method
 - Departmentalization of overheads
 - Allocation of overheads
 - Apportionment of overheads
 - Absorption of overheads
- Distribution of factory overheads
 - Collection & classification of factory overheads
 - Departmentalization of factory overheads
 - Absorption of factory overheads
- Inter departmental service
 - Simultaneous equation method
 - Repeated distribution method
 - Trial & error method

ASSIGNMENT FROM QUESTION BANK:

LONG ANSWER QUESTION: Q20, 28

OTHER ASSIGNMENT:

1 ibid 1, Page No.C290-C293, Essay Type Q1, 3, 7, 9 Practical Q1, 2, 3, 4, 5, 6, 7

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 9,10, Part 2, Section 2, Page No.C.226-255

REFERENCE BOOK:

1 ibid 2, Part 1, Chapter 8, Page No.261-282

LECTURES 39-40

ABSORPTION OF FACTORY OVERHEADS

OBJECTIVE:

The basic objective of these lectures is to provide the understanding of methods of treating over and under absorption of overheads.

CONTENTS:

- Percentage method
 - Direct material cost method:
 - Direct labour cost method
 - Prime cost method
- Hourly method
 - Machine Hour rate method
 - Labour Hour rate method
 - Dual Hour rate method
- Actual Vs Pre- Determined Overhead Rate Over & Under Absorption of Overheads
- Reasons for Over & Under Absorption
 - Wrong estimation of overhead expenses
 - Wrong estimation of output or hours to be worked
 - Under or over utilization of production capacity
- Disposal of Over & Under Absorption of Overheads
 - Carrying over of overheads
 - Use of supplementary rate
 - Transfer to costing P/L account

ASSIGNMENTS FROM QUESTION BANK:

LONG ANSWER QUESTION: Q 9, 31, 32

PRACTICAL QUESTIONS: Q 12, 13, 14, 20, 21, 29

OTHER ASSIGNMENT:

1 ibid 1, Page No.C290-C291 and C293-C303, Essay Type Q3, 4, 6, 8, Practical Q8-30

SUGGESTED READINGS:**TEXT BOOK:**

1 ibid 1, Chapter 10, Part 2, Section 2, Page No.C.255-290

ARTICLES:

1. CMA Ashish Deshmukh, “ABC Implementation Guide for Indian Railways ”The Management Accountant Vol. 52, No. 06, June 2017, pp. 34-40.
2. CMA Kalyani Karna, “Application of Activity Based Costing in Indian Railways-“MISSION BEYOND BOOK-KEEPING” The Management Accountant Vol. 52, No. 05, May 2017, pp. 28-36.

LECTURE 41**JOB AND BATCH COSTING****OBJECTIVE:**

Job costing method is applied in manufacturing concerns where production is carried on demand or on order of customers. The objective of this lecture is to understand the procedure of costing for specific jobs.

CONTENTS:

- Job Costing Reports
 - Report ID
 - Report dates card information.
- Job Closing and Costing
- Questions on Job Costing
- Batch Costing
- JIT (just in time)

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER QUESTION: Q 10, 29, 30

LONG ANSWER TYPE QUESTIONS: Q 7, 14

PRACTICAL QUESTION: Q 22, 30

OTHER ASSIGNMENT:

1 ibid 1, Page No. D43-D45, Essay Type Q 2, 3, 4, Practical Q1, 2, 3, 4, 5, 6, 7

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 2, Part 2, Section 3, Page No.D.31-42

REFERENCE BOOK:

1 ibid 2, , Chapter 12, Page No.376-411

LECTURES 42-44

CONTRACT COSTING

OBJECTIVE:

The objective of these lectures is to impart knowledge of contract costing with procedure of preparation of contract accounts.

CONTENTS:

- Special aspects of contract costing
 - Material
 - Labour
 - Plant
 - Indirect expenses
 - Cost plus contracts
 - Extras
 - Sub-contracts
 - Escalation clauses
 - Work certified and payments
 - Work uncertified
 - Material and stores at site.
 - Work in progress
 - Profit on incomplete contracts
 - Profit on complete contracts

- Difference between Job Costing and Contract Costing:
 - Nature
 - Place of Execution
 - Time period

- Fixation of Price

ASSIGNMENTS FROM QUESTION BANK:

LONG ANSWER QUESTION: Q 6, 30

PRACTICAL QUESTIONS: Q 10, 11, 31, 32

OTHER ASSIGNMENT:

1 ibid 1, Page No.D71-D80, Essay Type Q 2, 3 Practical Q1-22

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1 Chapter 3, Part 2, Section 3, Page No. D.47-71

REFERENCE BOOK:

1 ibid 2, Part 1, Chapter 13, Page No.412-447

ARTICLE:

1. Lath Amit, “Works Contract – Some Vital Issues”, The Chartered Accountant, Vol. 62, No. 12, June 2014, pp. 114-118

LECTURES 45-47

OPERATING OR SERVICE COSTING

OBJECTIVE:

Operating costing is applicable where there is mass and repetitive production conducted through different operations. The objective of these lectures is to understand the computation of operating or service cost.

CONTENTS:

- Meaning of Operating Costing
- Determination of Unit of Cost
- Collecting of Costing data
- Transport Costing
- Power House Costing
- Canteen Costing

- Cinema Costing
- Illustration discussions

ASSIGNMENT FROM QUESTION BANK:

LONG ANSWER QUESTION: Q 26, 27

PRACTICAL QUESTIONS: Q 15, 23 – 25

OTHER ASSIGNMENT:

1 ibid 1, Page No. D155-D160, Essay Type Q1, 2 Practical Q1-12

SUGGESTED READING:

TEXT BOOK:

1 ibid 1 Chapter 6, Part 2, Section 3, Page No.D.139-154

LECTURE 48-49

RECONCILIATION OF COST ACCOUNTS AND FINANCIAL ACCOUNTS

OBJECTIVE:

The objective of this lecture is to understand the nature and causes of difference between cost accounts and financial accounts.

CONTENTS:

- Reconciliation of Cost & Financial Accounts
- Causes of Difference
- Valuation of Stocks
- Items Included in Financial Accounts Only
- Items Included in Cost Accounts Only
- Preparation of Reconciliation Account

ASSIGNMENT FROM QUESTION BANK:

LONG ANSWER QUESTION: Q 28,29

PRACTICAL QUESTION: Q 16

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1 Chapter 7, Part 2, Section 3, Page No. D. 161- 175

REFERENCE BOOK:

1 ibid 2, Part 1, Chapter 11, Page No.356-375

UNIT III**LECTURES 50 - 56****PERFORMANCE EVALUATION TECHNIQUES****OBJECTIVE:**

Budgeting is a management tool used for short term planning and control. Budgeting is used as a means for obtaining most effective and profitable use of company's resources. These lectures aim to acquaint the students with the process of budget preparation.

CONTENTS:

- Concept of Management Accounting
- Functions of Management Accounting
- Scope of Management Accounting
- Limitations of Management Accounting
- Tools of Management Accounting
- Budgets-- An Introduction
- Advantages of a Budget
- Limitations of Budget
- Essentials of Budgetary Control
- Budget Manual
- Budget Key Factor
- Classification of Budgets
- Performance Budgets
- Zero Based Budgeting
- Control Ratios
- Questions and Case Discussion On Budgeting

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1 – 12, 27-30, 37

LONG ANSWER TYPE QUESTIONS: Q 1 – 10, 19-21, 38, 42

PRACTICAL QUESTIONS: Q 1 – 7, 20 – 23, 42

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No.C57-C58, Essay Type Q1-20
- 2 ibid 1, Page No.C58-C66, Practical Q1-20

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Chapter 1, Part 3, Section 4, Page No.C.3-56

REFERENCE BOOKS:

- 1 ibid 2, Chapter 22, Page No.702-733
- 2 ibid 4, Chapter 14, Page No.537 - 580

ARTICLES:

1. Lukas Goretzki, Erik Strauss, Jürgen Weber, “An Institutional Perspective On The Changes In Management Accountants’ Professional Role”, Management Accounting Research, Volume 24, Issue 1, March 2013, pp.41–63,
<http://www.sciencedirect.com/science/article/pii/S1044500512000637>
2. David Forsaith, Carol Tilt, Maria Xydias-Lobo, “The Future Of Management Accounting: A South Australian Perspective”, <http://www.flinders.edu.au/sabs/business/research/papers/03-2.pdf>
3. George Samuel, “Management Accounting – A Value Proposition”, The Management Accountant, Volume 51, Issue 4, April 2016, pp.70-74
4. CMA Satya S Mahasuar “Cost Excellence : An Advanced cost Management Tool” The Management accountant , Volume 51, No.11, November 2016. pp. 19-24
5. Badu, Daniel, “An Investigation Of Budgeting And Budgetary Control At Ernest Chemist”, <http://publications.theseus.fi/bitstream/handle/10024/36754/THesis%20on%20budgeting%20and%20budgetary%20control%205%20PDF.pdf?sequence=1>
6. Sebastian Becker, Martin Messner, Utz Schäffer, “The Evolution of a Management Accounting Idea: The Case of Beyond Budgeting”,
7. Dhruva Ranjan Dandapat, Gourab Chakraborty, “Managing Project Cost: A Thrust on infrastructure Development”, The Management Accountant, Volume 50, Issue 8, August 2015, pp. 67-71.
8. Ioryer, O., Patrick, Z. et.al (2017). A Critical Appraisal of Budgeting and Budgetary Control in the Public Sector. International Journal of Scientific & Engineering Research, Volume 8, Issue 1, January-2017, pp 1720-1745. Retrieved from <https://www.ijser.org/researchpaper/A-CRITICAL-APPRAISAL-OF-BUDGETING-AND-BUDGETARY-CONTROL-IN-THE-PUBLIC-SECTOR.pdf>

LECTURES 57 -62

STANDARD COSTING AND VARIANCE ANALYSIS, BALANCE SCORECARD, RESPONSIBILITY ACCOUNTING

OBJECTIVE:

Standard costing involves the setting of predetermined cost estimates in order to provide a basis for comparison with actual costs. It is not necessary that the pre-determined standards and the actual performance would be same. For analyzing the reasons of these deviations, the study of standard costing and variance analysis is important which will be discussed in these lectures.

CONTENTS:

- Meaning of standard costing
- Budgetary control and standard costing
- Suitability of standard costing
- Standard costing as a management tool
- Determination of standard cost
- Limitation of standard cost
- Direct Material Cost Variance
- Direct Labor Cost Variance
- Overhead Variance
- Sales Variance

ASSIGNMENTS FROM QUESTION BANK

SHORT ANSWER TYPE QUESTIONS: Q 13 – 23, 32-36, 38-40

LONG ANSWER TYPE QUESTIONS: Q 11 – 18, 22 – 23, 41, 43, 44

PRACTICAL QUESTIONS: Q 8 – 17, 24 – 26, 41, 43

OTHER ASSIGNMENT:

1 ibid 1, Page No.C153-C164, Essay Type Q1-13, Practical 1-46 and Page No.C87, Essay Type Q1, 3, 5, 11, 12 13,

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 2, Part 3, Section 4, Page No.C.67-87 and Chapter 3, Part 3, Section 4,

pp. C.89 - 147

REFERENCE BOOKS:

- 1 ibid 2, Chapter-23, Page No.756-798
- 2 ibid 4, Chapter 15, Page No.596 - 685

UNIT IV

LECTURE 63-66

MARGINAL COSTING, APPLICATION OF MARGINAL COSTING IN DECISION MAKING

OBJECTIVE:

In contrast to the orthodox costing system known as absorption or conventional costing marginal costing considers only variable costs for the purposes of production costing, inventory valuation and other allied important management decisions. The objective of this lecture is to know the concept of Absorption Costing and Marginal Costing.

CONTENTS:

- Absorption Costing
- Marginal Costing
- Difference Between Absorption Costing and Marginal Costing
- Profit Planning
- Questions

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 3,8, 9, 39, 40

LONG ANSWER TYPE QUESTIONS: 8, 9, 13, 23

PRACTICAL QUESTIONS: 1 – 5, 31, 32, 36

OTHER ASSIGNMENT:

- 1 ibid 1, Page No.C210-C211, Essay Type Q1, 2, 3, 5, 6, 7

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1 Chapter 4, Part 3,Section 4, Page No.C.165-223

REFERENCE BOOKS:

- 1 ibid 2, Chapter 21, Page No.651 - 666
- 2 ibid 4, Chapter 16, Page No.704 – 718, 762 - 764

ARTICLE

1. S. Siva, Moses Joshuva Daniel, S. Shalini, “A STUDY ON MARGINAL COSTING IN GODREJ CONSUMER PRODUCT LTD”, Asia Pacific Journal of Marketing & Management Review, Vol.2 (4), April (2013), http://indianresearchjournals.com/pdf/AP_JMMR/2013/April/7.pdf

LECTURES 67-70

CVP ANALYSIS

OBJECTIVE:

The basic objective of these lectures is to understand the concepts of fixed and variable costs which are used in CVP analysis. The lectures will also deliberate upon break even analysis along with a graphical representation of the break-even point.

CONTENTS:

- Approaches to CVP analysis:
 - Cost and revenue equations
 - Contribution margin
 - Profit graph
- Objectives of Cost Volume Profit Analysis
- Limitations of Cost Volume Profit Analysis
- Breakeven chart
- Volume of sales
- Variable expenses
- Fixed expenses
- Selling price

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 7, 21, 22, 36, 37, 38

LONG ANSWER TYPE QUESTIONS: Q 2, 3, 21, 22

PRACTICAL QUESTIONS: Q 6 – 21, 33-36, 48, 49, 50

OTHER ASSIGNMENT:

1 ibid 1, Page No.C213-C220, Practical Q6-37

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1 Chapter 4, Part 3, Page No.C.165-223

REFERENCE BOOKS:

1 ibid 2, Chapter-20, Page No.616-633

2 ibid 4, Chapter 16, Page No.718 - 755

LECTURES 71-72

MANAGEMENT ACCOUNTING FOR DECISION MAKING & CONTROL

OBJECTIVE:

These lectures impart knowledge about the application of marginal costing techniques to decision making. These lectures will also acquaint the students with the use of knowledge of contribution analysis for limiting factor and scarce resources.

CONTENTS:

- Decision Making using Marginal Costing
 - Concept of decision making
 - Differential costs
 - Steps in decision making
- Application of Decision Making in Various Cases
 - Determination of sales mix
 - Discontinuance of Product Line
 - Exploring new Markets
 - Make or Buy decisions
 - Equipment replacement decisions

- Investment in asset
- Change v/s Status quo
- Expand or contract
- Shut down or Continue
- Limiting Factor
- Key Factor
- Contribution
- Financial Leverage
- Operating Leverage
- Combined Leverage

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 10, 24

LONG ANSWER TYPE QUESTIONS: Q 1, 4, 10, 11, 12, 14, 15

OTHER ASSIGNMENT:

1 ibid 1, Page No.C248, Essay Type Q2, 3, 7, 8

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 5, Part 3, Page No.C.224-253

REFERENCE BOOKS:

1 ibid 2, Chapter 21, Page No.667 - 673

2 ibid 4, Chapter 16, Page No.765 - 791

LECTURES 73-75

TARGET COSTING, BALANCED SCORE CARD, LIFE CYCLE COSTING AND EVA

OBJECTIVE:

Objective of these lectures is to introduce the concept of target costing and balanced score card.

CONTENTS:

- Economic value added
- Target Costing

- Stages of target costing
- Advantages of target costing
- Limitations of target costing
- Balanced Score Card
 - Objectives
 - Implementation
 - Designing a balanced score card
 - Precaution Required
- Uniform costing
- Corporate Annual Reports
- Leverages

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 12, 13, 14, 15, 18, 23, 40

LONG ANSWER TYPE QUESTIONS: Q 6, 7, 24

OTHER ASSIGNMENT:

1 ibid 1, Page C261, Text Question Q1, 2, 3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Chapter 6, Part 3, Page No.C.255-C.276.

REFERENCE BOOKS:

- 1 ibid 2, Chapter 28, Page No. 976 – 997 and Chapter 32, Page No. 1066 - 1077
- 2 ibid 4, Chapter 22, Page No. 873 – 879 and Chapter 23, Page No. 881 - 884

ARTICLES:

1. S. S. Khanka, “Balanced Scorecard in Corporate India: From Philosophy to Practice,” The Chartered Accountant , Vol. 60, No.8, February 2012, pp. 121-132.
- 2 M S V Prasad, P Sheela and S SprasadaRao, “Value-Added Accounting: An Empirical Illustration with Reference to the Port of Vishakhapatnam”, The IUP Journal of Accounting Research and Audit Practices, Vol. XI No. 2, April 2012, 6-13.
- 3 Biraj Kumar Mohanty and Vijayalaxami Hiremath, “Revenue Approach to Human Resource Accounting, The Management Accountant, Vol. 46, No.12, December 2011, pp. 1168-1171.
- 4 Shirish Raibagkar, “Human Resource Valuation in Education Industry,” The Management Accountant, Vol. 46, No.2, February 2011, pp. 122-124.

5. Samadiyan, B., pooryeganeh, N., Ebrahimi, and Ghanbari, Y., "Relative And Differential Information Content Of Economic Value Added, Earnings, Operating Cash Flow And Stock Return" International Journal of Asian Social Science, 2013, 3(1):29-37.
6. Kootanaee, A.J., Kootanaee, H.J., Hoseinian, H., and Talari, "The Balanced Scorecard, Alphabet of the Modern Management: From Concept to Implement Advances in Management & Applied Economics Vol.3, No.1, 2013 available at http://www.academia.edu/2482386/The_Balanced_Scorecard_Alphabet_of_the_Modern_Management_From_Concept_to_Implement
8. Ram Jass Yadav, "Innovative Approach of Financial Statement Analysis from Banker's Perspectives- a case study", The Management Accountant, Volume 50, Issue 8, August 2015 also available at <http://icmai-rnj.in/index.php/maj/article/view/78497>
9. Sumit Kumar Maji, "The State of Value added statement in India: An Empirical Inquest", The IUP Journal of Accounting Research & Audit Practices, Volume XV, No.2 April 2016, pp. 7-22
10. Lalitagauri Kulkarni and Mrudula G Risbud, " An Empirical study of the relationship between Value Added and Stock Prices of Firms in Indian Stock Market", The IUP Journal of Accounting Research & Audit Practices, Volume XV, No.2 April 2016, pp.23 - 37
11. CMA K.N. Prasad & Ravikanth, "LIFE CYCLE COSTING, A POTENTIAL APPLICATION FOR MAKING OF SHIPS AND SUBMARINES:" The Management Accountant Vol. 52, No. 03, March 2017, pp. 54-56.
12. Shahzad, B. (2017). Build Software or Buy: A Study on Developing Large Scale Software. IEEE Access Journal, Vol. 5, Issue: November (2017), pp 24262-24274. Retrieved from <https://ieeexplore.ieee.org/stamp/stamp.jsp?arnumber=8085093>

LECTURE PLAN

IT FOR MANAGERS

MS-109

**COURSE OUTLINE
MBA-I SEMESTER
IT FOR MANAGERS – MS 109**

L - 4 Credits - 04

OBJECTIVES:

The primary Objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

A. COMPUTER HARDWARE AND NUMBER SYSTEM

(10 Hours)

- CPU
- Logic Gates
- Computer Memory
- Computer Hierarchy
- Input Technologies
- Output Technologies.
- Number System and Arithmetic
 - Binary
 - Octal and Hexadecimal Number System
 - Binary Arithmetic
 - Boolean Algebra

B. COMPUTER SOFTWARE

(12 Hours)

- Application and System Software
- Programming Languages and their Classification
- Assemblers
- Compilers
- Interpreters.
- Operating Systems
 - Functions of Operating Systems
 - Types of Operating Systems
- DBMS
 - Traditional File Environment
 - Database Management Systems Concepts

- Data Models
- ER Modeling
- Constraints
- SQL queries

C. TELECOMMUNICATION AND NETWORKS (12 Hours)

- Concepts of Data Communication
- Types of Telecommunication Networks
- Communications Media
- Concepts of Computer Networks
- Primary Network Topologies
- Network Architectures-The OSI Model
- The Internet, Intranet and Extranets
 - Operation of the Internet
 - Services provided by Internet
 - World Wide Web
 - Creating Web Pages using HTML
 - Intranets and Extranets.

D. FUNCTIONAL AND ENTERPRISE SYSTEMS (10 Hours)

- Data, Information and Knowledge Concepts
- Decision Making Process
- Physical Components of Information System
- Classification of Information Systems
- Overview of Security Issues in Information Technology
- Emerging Trends in Information Technology

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of computers and students are advised to go through the material for thorough understanding of the subject:

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories

➤ MAIN TEXT BOOK

1. **Author's Name(s):** ITL Education Solutions
Title: Introduction to Information Technology
Edition: 2nd Edition **Year:** 2012
Publisher: Pearson Education. (ibid1)
2. **Author's Name(s) :** . Turban, Rainer and Potter
Title: connecting in a Digital World (ibid 2)
Edition: 8th Edition **Year:** 2011
Publisher: Wiley and Sons

➤ REFERENCES BOOKS

1. **Author's Name(s) :** Joseph A. Brady and Ellen F Monk
Title Problem Solving Cases in Microsoft and Excel
Edition: IInd Edition **Year:** 2012
Publisher: Thomson Learning. (ibid 3)
2. **Author's Name(s):** Dhingra S and Tondon A, (ibid 4)
Title: Introduction to Information Technology
Edition: I **Year:** 2015
Publisher: Galgotia Publishing House

➤ WEBSITES

1. <http://www.electrical4u.com/some-common-applications-of-logic-gates/>
2. <http://www.electrical4u.com/binary-number-system-binary-to-decimal-and-decimal-to-binary-conversion/>
3. http://openbookproject.net/courses/intro2ict/system/os_intro.html
4. <http://www.sascommunity.org/sugi/SUGI82/Sugi-82-69%20Anderson.pdf>
5. http://www.cisco.com/cisco/web/solutions/small_business/resource_center/articles/connect_employees_and_offices/networking_basics/index.html

LECTURE 1

CENTRAL PROCESSING UNIT

OBJECTIVE:

To help the students in understanding Central Processing Unit, Basic of Logic gates.

CONTENTS:

- Central Processing Unit (CPU)
 - The Control Unit
 - The Arithmetic/Logical Unit (ALU)
 - Instruction Set
 - Registers
 - Processor Speed
- Types of Processor
 - CISC
 - RISC
 - EPIC
- Basic of Logic gates

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 21, 22

LONG ANSWER QUESTION: Q 1

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 149-154, Q1-39
- 2 ibid 2, Page No. 143-145, Q1-10

SUGGESTED READING:

TEXT BOOKS:

- 1 ibid 1, Page No. 124-129
- 2 ibid 2, Page. No. 130-132, 146-148

LECTURE 2

SYMBOLS OF BASIC GATES

OBJECTIVE

To understand the symbols of the basic gates and their logic truth tables.

CONTENTS:

- AND Gate
- OR Gate
- NOT Gate
- NOR Gate
- NAND Gate
- EX-OR Gate

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: Q 1,13

SHORT ANSWER QUESTIONS: Q 14, 16, 19, 21-26

LONG ANSWER QUESTION: Q 1, 12

OTHER ASSIGNMENT:

1 ibid 1, Page No. 119, Q7, 11-26

SUGGESTED READING:

TEXT BOOK:

1 ibid1, Page No. 94-98

ARTICLE:

1 Some Common Applications of Gates,<http://www.electrical4u.com/some-common-applications-of-logic-gates/>

LECTURE 3

MEMORY

OBJECTIVE:

The main objective of this lecture is to make the students understand the term memory and different types of memory.

CONTENTS:

- Main Memory
- There are several different types of memory:
 - RAM (random-access memory)
 - PROM (programmable read-only memory)
 - EPROM (erasable programmable read-only memory)
 - EEPROM (electrically erasable programmable read-only memory)
- Storage Evaluation Criteria
- Main Memory Capacity
- Basics of Cache memory

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTION: Q 28

LONG ANSWER QUESTION: Q 2, 3, 4, 5, 6, 7, 8

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 151, Q 40-92
- 2 ibid 2, Page No. 44-45, Q1-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1- Page No. 130-135
- 2 ibid 2, Page. no. 29-30

LECTURE 4

COMPUTER HIERARCHY

OBJECTIVE:

To understand the hierarchy of computer memory system and to help students in grasping the basic of number system.

CONTENTS:

- Computer Hierarchy
- Number System
- Non-Positional Number System
- Positional Number System
 - Binary Number System
 - Octal Number System
 - Hexadecimal Number System

ASSIGNMENT FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 1, 2, 3

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 20-22, Q1-42
- 2 ibid 2, Page No. 22-23, Q1-10

SUGGESTED READING:

TEXT BOOKS:

- 1 ibid 1-Page No. 6-20
- 2 ibid 2, Page. No. 4-23

LECTURE 5

CONVERT FROM ANY BASE TO DECIMAL

OBJECTIVE:

To be able to perform conversions from any other number system to decimal number system.

CONTENTS:

- Converting from One Number System to Another
 - Converting to Decimal from Another Base
 - Converting from Decimal to Another Base
 - Converting from a Base other Than 10 to a Base Other Than 10
 - Binary to Octal Conversion
 - Octal to Binary Conversion
 - Binary to Hexadecimal Conversion
 - Hexadecimal to Binary Conversion

ASSIGNMENT FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 4, 5, 6,7, 8, 9

OTHER ASSIGNMENTS:

1 ibid 1, Page No. 44-45, Q1-18

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. 29-45

ARTICLE:

1. Introduction to Binary Number system,
 <http://www.electrical4u.com/binary-number-system-binary-to-decimal-and-decimal-to-binary-conversion/>

LECTURE 6

BINARY ARITHMETIC

OBJECTIVE:

To be able to perform conversions from decimal number system to any other number system

CONTENT:

- Binary Arithmetic
- Addition
- Subtraction
- Multiplication
- Division

ASSIGNMENT FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q 10, 12

OTHER ASSIGNMENT:

1 ibid 1, Page No. 72-73, Q1-25

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 62-72

LECTURE 7

BOOLEAN ALGEBRA

OBJECTIVE:

To understand the concepts of Boolean algebra including Boolean operations and laws

CONTENTS:

- Boolean Algebra
- Fundamental Concepts of Boolean Algebra
- Postulates of Boolean Algebra
- The Principle of Duality
- Theorems of Boolean Algebra
- Boolean Functions
- Minimization of Boolean Functions
- Complement of a Function
- Canonical Forms for Boolean Functions
- Conversion Between Canonical Forms

ASSIGNMENT FROM QUESTION BANK:

UNIT I

SHORT ANSWER QUESTIONS: Q11, 13, 18

OTHER ASSIGNMENT:

1 ibid 1, Page No. 119, Q1-10

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. 74-78

LECTURES 8-9

INPUT DEVICES AND OUTPUT DEVICES

OBJECTIVE:

To understand the concepts Input Devices and Output Devices

CONTENTS:

- Input Devices
 - Keyboard Devices
 - Point and Draw Devices
 - Data Scanning Devices
 - Digitizer
 - Electronic Card Reader
 - Voice Recognition Devices
 - Vision-Input System
- Output Devices
 - Monitors
 - Printers
 - Plotters
 - Screen Image projector
 - Voice response system

ASSIGNMENT FROM QUESTION BANK:

SHORT ANSWER QUESTION: Q 31

UNIT I

I (b) 3, I(c) 2, I (c) 3, III 9, III 10

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 160, Q1-63
- 2 ibid 2, Page No. 66-67, Q1-30

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 140-161
- 2 ibid 2, Page No 49-85

LECTURES 10 - 12

SOFTWARE

OBJECTIVE:

To help the students in understanding the concept of software

CONTENTS:

- Software
- Relationship between Hardware and Software
- Types of Software
 - System software
 - Application software
- Logical System Architecture

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTION: Q 31

LONG ANSWER QUESTIONS: Q 2, 7

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 286-287, Q1-21
- 2 ibid 2, Page No. 380-382, Q1-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 101-136, 271-277
- 2 ibid 2, Page no 362-369

LECTURE 13

COMPUTER LANGUAGES

OBJECTIVE:

To help the students in understanding the concept of computer languages

CONTENTS:

- Analogy with natural languages
- Machine Language
 - Advantages of machine language
 - Limitations of machine language
- Assembly language
 - Advantages of Assembly language
 - Limitations of Assembly language
- Assembler

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTION: Q 15

LONG ANSWER QUESTION: Q 2

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 373, Q1-21

2 ibid 2, Page No. 471, Q1-10

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 326-334
2. ibid 2, Page No. 456-458

LECTURES 14-15

HIGH-LEVEL LANGUAGE

OBJECTIVE:

To help the students in understanding high-level language and the concepts of compiler, linker and interpreter

CONTENTS:

- High-Level language
 - Advantages of High-level language
 - Limitations of High-level language
- Compiler
- Linker
- Interpreter
- Interpreter versus compiler

ASSIGNMENT FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 1,13

SHORT ANSWER QUESTIONS: Q 4, 22

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 373, Q24-27
- 2 ibid 2, Page No. 472, Q1-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1-Page No. 334-342
- 2 ibid 2, Page No. 458-475

LECTURES 16-17

OPERATING SYSTEM

OBJECTIVE

The main objective of this lecture is to make the students understand the term Operating System.

CONTENTS:

- Operating system
- Main Functions of OS
- Process management
 - Process Management in Early Systems
 - Multiprogramming
 - Multitasking
 - Multi-processing
 - Time-sharing
- Memory management
 - Uni-programming Memory Model
 - Multiprogramming Memory Model
 - Virtual Memory
- File Management
 - File Access Methods
 - File Operations
 - File Naming
- Security

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 41-50

SHORT ANSWER QUESTIONS: Q2, 7, 25, 26

LONG ANSWER QUESTION: Q 12

OTHER ASSIGNMENT:

1 ibid 1, Page No. 373, Q24-27

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page No. 392-397

2 ibid 2, Page no 204-220

REFERENCE BOOK:

1 ibid 4, Page no.3-42, 101-104, 273-343, 356-398, 421-443

LECTURES 18 - 19

CLASSIFICATION OF OPERATING SYSTEM

OBJECTIVE:

The objective of this lecture is to familiarize the students with the classification of Operating System.

CONTENTS:

- The main purpose of Operating System is:
 - Convenience
 - Efficiency
- Operating systems can be classified as follows:
 - Multi-user
 - Multiprocessing
 - Multitasking:
 - Multithreading:
 - Real time
- Examples of operating systems
 - UNIX
 - GNU/Linux
 - Mac OS
 - MS-DOS

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q1, 2, 19, 20, 21,

LONG ANSWER QUESTIONS: Q 1, 9,10, 14

OTHER ASSIGNMENT:

ibid 1, Page No. 453, Q17-138

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1,Page No. 398-407

2 ibid 2, Page no 204-241

REFERENCE BOOK:

1 ibid 4, Page no.20-40, 903-920

ARTICLE:

1 Operating System,http://openbookproject.net/courses/intro2ict/system/os_intro.html

LECTURE 20

DATABASE MANAGEMENT SYSTEM

OBJECTIVE:

To help the students in becoming well verse with the concept of DBMS, To help students in understanding the relational database

CONTENTS:

- A database management system (DBMS)
- Main Components of a DBMS
- Relational database
- Features and abilities of a database
 - Persistence
 - Query AbilityConcurrency
 - Backup and Replication

- Rule Enforcement
- Security
- Computation
- Change and Access Logging
- Automated optimization
- Meta-data Repository
- Modeling Tool
- Data model
- Relation

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 31-40

SHORT ANSWER QUESTIONS: Q3, 5, 6, 17, 18, 23, 24, 29

LONG ANSWER QUESTIONS: Q 7, 11, 13

OTHER ASSIGNMENTS:

1. ibid 1, Page No. 529, Q6-14
2. ibid 3, Page No. 54, Q2.1-2.16
3. ibid 2, Page No. 417, Q1-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 494-529
- 2 ibid 2, Page No. 400-437

REFERENCE BOOK:

- 1 ibid 3, Page No. 3-54

ARTICLES

- 1 Michael J. Fischer, Nancy A. Lynch, Michael S. Paterson, Impossibility of distributed consensus with one faulty process, Journal of the ACM (JACM), Volume 32 , Issue 2, Pp.374 - 382 <http://doi.acm.org/10.1145/3149.214121>

- 2 Gary D. Anderson, MCMaster University, Role of Data Base Management System for Investigating Data, <http://www.sascommunity.org/sugi/SUGI82/Sugi-82-69%20Anderson.pdf>

LECTURE 21

ENTITY-RELATIONSHIP MODEL

OBJECTIVE:

To help the students in understanding the concept of Entity-Relationship Model

CONTENTS:

- Entity-Relationship Model
- The building blocks Entity-Relationship model
 - Entities
 - Relationships
 - Attributes
- Strong Entities
- Weak Entities
- Atomic Attributes
- Composite Attributes
- Multi-valued Attributes
- Primary key
- Foreign key
- Referential Integrity

ASSIGNMENT FROM QUESTION BANK:

UNIT II

LONG ANSWER QUESTIONS: Q 4,5, 6, 11

OTHER ASSIGNMENT:

1. ibid 3, Page No. 91, Q3.1-3.15

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page No. 400-437

REFERENCE BOOK:

1 ibid 3, Page No. 57-102

LECTURE 22

SQL QUERIES

OBJECTIVE:

To help the students in understanding SQL

CONTENTS:

- SQL (Structured Query Language)
- Queries are categorized in
 - DDL
 - Transaction controls
 - DML
- Table and index structure
- Basic items of DDL are:
 - CREATE
 - ALTER
 - RENAME
 - DROP
 - TRUNCATE
- Basic items of Transaction controls are
 - START TRANSACTION
 - COMMIT
 - ROLLBACK
- Basic items of the Data Manipulation Language (DML) are:
 - INSERT
 - UPDATE
 - DELETE
 - TRUNCATE
 - MERGE

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 9,10,11,12,13

LONG ANSWER QUESTION: Q 11-15

OTHER ASSIGNMENT:

1. ibid 7, Page No. 291, Q1-9

SUGGESTED READINGS:

REFERENCE BOOK:

- 1 ibid 7- Page No. 243-299

WEBSITE

- 1 **SQL Tutorial - W3Schools**<http://www.w3schools.com/sql/>

LECTURE 23-30

OBJECTIVE:

The lectures will help the students to understand the concepts of a communication system & networking.

CONTENTS:

- Elements of a communication system
 - Sender
 - Receiver
 - Transmission Medium
 - Message
- Data Transmission Modes
 - Simplex
 - Half Duplex
 - Full Duplex
- Data Transmission speed
 - Bandwidth
- Transmission media
 - Guided Media
 - Co axial cable
 - Twisted pair
 - Fibre optics
 - Unguided Media

- Radiowaves
- Microwaves
- Satellite Communication
- Network Topologies
 - Star
 - Mesh
 - Tree
 - Bus
 - Hybrid
- Types of Networks
 - LAN
 - MAN
 - WAN
- Communication Protocols
 - OSI Model (7 Layers)
 - Physical Layer
 - Data Link Layer
 - Network Layer
 - Transport Layer
 - Session Layer
 - Presentation Layer
 - Application Layer

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: 25-30, 61-65

SHORT ANSWER QUESTIONS: Q 2, 3, 4, 7, 8,10,11,14,16-23, 35,36

LONG ANSWER QUESTIONS: Q 2, 5, 6, 8-11,21

OTHER ASSIGNMENTS:

1. ibid 1, Page No 355 , Q 5,6,14,15

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page 448-481

ARTICLES:

1. Xiao C, Chen N (2018) Sensor Web: An Infrastructure for Real-Time Smart Applications. International Journal of Sensor Networks and Data Communications, Vol 7,114-200. Doi: 10.4172/2090-4886.1000e114
2. Gude K. (2018). Next generation networks - 5G. International Journal of Sensor Networks and Data Communications, Vol 5, 121-127

LECTURE 31-34

OBJECTIVE:

The Objective of the lectures is to make the students understand the meaning of Internet, how it works, and what are the various services provided by Internet.

CONTENTS:

- Definition & History
- Services
 - Email
 - FTP
 - TELNET
 - Usenet
- www (World Wide Web)
 - Definition
 - Terms associated with WWW
- Creating Web pages using HTML
 - Study of basic tags
 - Implementing the tags
 - Designing of web page
- Intranet
 - Definition
 - Example
- Extranet
 - Definition
 - Example

ASSIGNMENTS FROM QUESTION BANK:

MULTIPLE CHOICE QUESTIONS: 66-70

SHORT ANSWER QUESTIONS: Q1,5,6,9,12,13,15, 33-37

LONG ANSWER QUESTIONS: Q1,3,4,7,12,18-22

OTHER ASSIGNMENT:

1. ibid 1, Page No 365 , Q 1,3,6,7,16,17,22

SUGGESTED READINGS:

ARTICLES

1. Frank Kelly, Mathematical Modelling of the Internet <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.35.6896&rep=rep1&type=pdf>
2. NetworkingBasics,
http://www.cisco.com/cisco/web/solutions/small_business/resource_center/articles/connect_employees_and_offices/networking_basics/index.html

LECTURE 35

FUNCTIONAL AND ENTERPRISE SYSTEMS:

OBJECTIVE:

The Objective of this lecture is to introduce the students with the concepts of data, information and knowledge.

CONTENT:

- Definition of data
- Definition of information
- Definition of knowledge
- Uses of information
- Attributes of Information
- Knowledge Pyramid
- Difference between data, information and knowledge

ASSIGNMENT FROM QUESTION BANK:

UNIT 4

MULTIPLE CHOICE QUESTIONS: 61-65

SHORT ANSWER QUESTION: Q6, 26-27

LONG ANSWER QUESTION: Q19

LECTURE 36-38

DECISION MAKING PROCESS AND INFORMATION SYSTEM

OBJECTIVE:

The Objective of these lectures is to introduce the students to the concepts of decision making, and Information Systems.

CONTENTS:

- Concept of Decision making
 - Types of Decision
 - Decision Making process
 - Decision tables
 - Decision Trees
 - Simon's Model
- Definition of Information System
- Physical Components of Information System
 - User
 - Information
 - Output
 - Processing
 - Data
 - Data Collection
- Computer based Information System
 - Definition
 - Components
 - Comparison with manual based Information Systems
- MIS
 - Definition
- Classification Of Information System

- TPS
- DSS
- EIS
- OAS

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: Q 66-70

SHORT ANSWER QUESTIONS: Q1 to 5, 7 to 13, 28,29

LONG ANSWER QUESTIONS: Q 1 and 2, 15-18

LECTURE 39-40

SECURITY ISSUES & EMERGING TRENDS IN IT

OBJECTIVE:

The Objective of these lectures is to acquaint the students with the security issues in Information Technology and emerging trends in IT.

CONTENTS:

- Definition of Security
- Security issues
 - Natural Calamity & other hazards
 - Error and Accidents
 - Viruses
 - Computer Criminals
 - Threats against the system
 - Threats using the system
- Emerging trends in IT
 - Mobile banking
 - E-banking
 - E-commerce

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER QUESTIONS: Q 14 to 21

LONG ANSWER QUESTIONS: Q 3 and 4,15

OTHER ASSIGNMENT:

1 ibid 2, Page No 424 Q4,6

ARTICLES:

1. Akashdeep, B., & Sam, G., (2018). Reducing the threat surface to minimise the impact of cyber-attacks. *Network Security*, Issue 4, pg 15-19. [https://doi.org/10.1016/S1353-4858\(18\)30034-5](https://doi.org/10.1016/S1353-4858(18)30034-5).
2. Priya R., Vikas A., Shaikh A., (2018) "Mobile banking adoption in an emerging economy: An empirical analysis of young Indian consumers", *Benchmarking: An International Journal*, Vol. 25 Issue: 2, pp.743-762, <https://doi.org/10.1108/BIJ-01-2016-0009>
3. Sruthy M. (2018). *Electronic Banking Services – A Prelude*. *International Journal of Research in Business Management*, Vol. 6, Issue 1,pg 31-46 . Available at SSRN: <https://ssrn.com/abstract=3128158>

LECTURE PLAN

BUSINESS COMMUNICATION

MS - 111

**COURSE OUTLINE
MBA-I SEMESTER
BUSINESS COMMUNICATION
MS 111**

L - 4 Credits - 04

OBJECTIVES:

The purpose of this course is to train students to enhance their skills in written as well as oral communication through a practical conduct. This course will help students in understanding the principles & techniques of business communication.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

Unit I

(14 Hours)

Introduction to Business Communication

- Business communication
 - Definition
 - Importance
 - Forms and Types of Communication
 - Downward
 - Upward
 - Horizontal
 - Lateral Communication
 - Formal and Informal Communication Network
 - Process of Communication.
 - Barriers and Gateways to communication.

Unit II

(14 Hours)

Written Communication and Applications of Communication

- Principles of Written Communication – 7C's Concept.
- Business and Commercial Letters
 - Request letters
 - Good News letters
 - Bad News letters
 - Persuasive letters
 - Sales letters
- Minutes of the Meeting
- Report Writing

- Job Application and Resume Writing
- Business communication via Social Network
 - Writing a Blog.

Unit III

(14 Hours)

Oral Communication and Business Etiquettes

- Principles of Oral Presentation
- Factors Effecting Presentation
- Video-Conferencing and Skype
- Non – Verbal Communication
 - Para language
 - Time and Space
 - Silence
 - Body language
- Group Discussion and Employment Interview
- Business Etiquette and Professionalism
- Introduction and Greetings
- Dressing and Grooming
- Gifting in Business
- Public Speaking
- Active Listening.

Unit IV

External Influence on Business Communication

(14 Hours)

- Legal and Ethical Dimensions of communication
 - Dealing with pressure to compromise your ethics
- Cross Cultural and Diversity Issues of Communication
- Technology Enabled Communication
- Negotiation and its Relevance in Business Communication
- Mass Communication

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Business Communication, and students are advised to go through the material for thorough understanding of the subject:

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

➤ MAIN TEXT BOOK

- 1 **Author's Name(s):** Rajendra Pal & J.S. Korlahalli

Title: Essentials of Business Communication
Edition: XIII **Year:** 2013
Publisher: Sultan Chand & Sons

(ibid 1)

➤ **REFERENCE BOOKS**

- 1 **Author's Name(s):** Shalini Kalia, Shailja Aggarwal
 Title: Effective Business Communication
 Edition: 1 **Year:** 2016
 Publisher: Wiley Publications (ibid 2)

- 2 **Author's Name(s):** Lehman, Dufrene, Sinha
 Title: Business Communication
 Edition: II **Year:** 2013
 Publisher: Sultan Chand & Sons (ibid 3)

- 3 **Author's Name(s):** Lesikar, Flatley, Rentz
 Title: Business Communication
 Edition: 13 **Year:** 2015
 Publisher: McGraw Hill Education (ibid 4)

➤ **JOURNALS**

- 1 Harvard Business Review
- 2 The IUP Journal of Soft Skills
- 3 Journal of Human Values
- 4 Media & Mass Communication
- 5 Australian Journal of Business and Management

LECTURES 1-4

UNIT-I

INTRODUCTION TO BUSINESS COMMUNICATION

OBJECTIVE:

The objective of the lectures is to make the students understand the concept, nature and characteristics of business communication, how it is important for business organizations and what are its roles in business organizations.

CONTENTS:

- Introduction to Business Communication
- Nature of Business Communication
 - A two way process
 - An ongoing process
 - Essential in all types of organizations and at all levels of management
 - Purpose: create mutual understanding by giving/ seeking information, persuading others and eliciting actions.
 - Consists not only of facts but ideas and emotions too
 - It takes two to complete communication
 - It is a social activity
- Importance of Business Communication
 - Growth in size of organizations
 - Growth in trade unions
 - Growing importance of human relations
 - Public relations
 - Advances in behavioral sciences
 - Technological advancements
 - Motivation and morale
 - Corporate image
- Role of Business Communication
 - Efficient planning and decision making
 - Training and development of staff
 - Motivation and morale
 - Coordination and teamwork
 - Leadership
 - Sound control
 - Industrial harmony
 - Corporate image

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q1, 2,3,4

LONG ANSWER TYPE QUESTIONS: Q 1, 2,3,4,7

OTHER ASSIGNMENT:

1 ibid 3, Page No. 23, LO1, LO2, LO3, Page No. 25, Q2

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. EC-1-EC23

REFERENCE BOOKS:

1 ibid 2, Page No. 1-22

2 ibid 4, Page No.2-27

ARTICLES:

- 1 Iyengar R Venkatesan “Team Building: Corporate Lessons from the Indian Premier League” by, The IUP Journal of Soft Skills, Vol. XIII, No.1, March 2014, pp. 3-15.
- 2 ChitritaPrusty, Ashish Kumar Dwivedy and JanmejyKhuntra, “Why and How do Engineers Communicate?”, The IUP Journal of Soft Skills, Vol. IX, No. 1, 2015, pp. 45-50
- 3 Ossai, L, “Communications Truths You must embrace to Excel”, May 2018, http://lucille-ossai.blogspot.in/2018/04/communication-truths-you-must-embrace_18.html

LECTURE 5-6

THE COMMUNICATION PROCESS AND TYPES OF COMMUNICATION

OBJECTIVE:

The objective of this lecture is to make students understand the process and types of Business Communication.

CONTENTS:

- Process of Business Communication
 - Encoding
 - Transmission
 - Receiver

- Decoding
- Feedback
- Storing
- Retrieving
- Forms of Business Communication
 - Verbal
 - Oral
 - Written
 - Non Verbal
 - Visual
- Types of Business Communication
 - Formal
 - Downward
 - Upward
 - Horizontal
 - Lateral Communication
 - Informal-The Grapevine

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 7, 17, 24

LONG ANSWER TYPE QUESTIONS: Q 9, 21, 31

OTHER ASSIGNMENT:

1 ibid 3, Page No. 25, Q1

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. EC24

REFERENCE BOOK:

1 ibid 3, Page No.3-6

ARTICLES:

1. Panda Madhulika, “Persuasive Communication in Fledging Entrepreneurship: A Case of Entrepreneurs in Odisha”, The IUP Journal of Soft Skills, Vol. X, No.4, 2015, pp.7-15
2. Grossman “ What you need to know about Body Language to Communicate Effectively” May 2018, <http://www.yourthoughtpartner.com/blog/bid/32503/what-you-need-to-know-about-body-language-to-communicate-effectively>

LECTURES 7-10

BARRIERS AND GATEWAYS TO COMMUNICATION

OBJECTIVE:

The objective of these lectures is to identify the barriers to communication, to identify ways to overcome the barriers and define effective communication

CONTENTS:

- Barriers to communication
 - Physical barriers
 - Noise
 - Time and distance
 - Poor timing
 - Semantic barriers
 - Interpretation of words
 - Bypassed instructions
 - Denotation & connotations
 - Different comprehensions of reality
 - Abstracting
 - Slanting
 - Inferring
 - Wrong choice of medium
 - Socio-psychological barriers including cultural barriers
 - Attitude and opinions
 - Emotions
 - Cultural diversity
 - Closed mind
 - Frame of reference
 - Status-consciousness
 - Source of communication
 - Inattentiveness
 - Conflicting goals
 - Faulty transmission
 - Poor retention
- Gateways to communication
 - Clarity
 - Completeness
 - Conciseness
 - Consideration
 - Correctness
 - Courtesy/politeness
 - Concentration

- Objectivity
- Use grapevine strategically
- Feedback
- Careful use of body language
- Elimination of noise

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 28, 29, 30

LONG ANSWER TYPE QUESTIONS: Q 16, 17, 20

OTHER ASSIGNMENTS:

1 ibid 1, Page No. EC-60 Q1, 2, 3,4,5,6

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. EC 50-60

ARTICLE:

1. RevathiTuraga, “Managing difficult workplace conversations”, The IUP Journal of Soft Skills, Vol. IX, No. 1, 2015, pp. 15-34

UNIT-II

LECTURES 11-14

WRITTEN COMMUNICATION AND APPLICATIONS OF COMMUNICATION

OBJECTIVE:

These lectures will explain the meaning and principles of written communication. The focus will be on business letters: its need and function, parts and types of business letters

CONTENTS:

- Written communication
 - Principles of effective written communication-7 C’s Concept
 - Business and Commercial Letters
 - Need of a business letter
 - Function of a business letter
 - Planning business messages

- Parts of a business letter
 - Name, address and details of a sender
 - Reference number of a sender
 - Date
 - Inside address
 - Salutation
 - Subject and receiver's reference number
 - Body of the letter
 - Complementary close
 - Signature and designation
 - Enclosures
 - Copy marking
 - Initials of the dictator/typist
 - Postscript
- Types of Business Letters
 - Request letters
 - Good News letters
 - Bad News letters
 - Persuasive letters
 - Sales letters

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 24, 25, 26

LONG ANSWER TYPE QUESTIONS: Q 11, 13

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. BC-4, Q 1, 2, 3,4,5
- 2 Page No. BC-27, Q1, 2, 3
- 3 ibid 3, Page. No. 162, Q1, 6, 8

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. BC1-BC12

REFERENCE BOOKS:

- 1 ibid 2, Page No.97-137
- 2 ibid 4, Page No. 134-152

ARTICLES :

- 1 Gupta Neha, 'E-mail Etiquette : Dos and Dont's', The IUP Journal of Soft Skills, Vol. VI, No.1, March 2012, pp. 29-37
- 2 Gill Barry, 'e-mail : Not Dead, Evolving', Harvard Business Review, Vol.8, Issue No. 6, June 2013, pp. 11-22

LECTURES 15-17

BUSINESS MEETINGS AND REPORT WRITING

OBJECTIVE:

The lectures will help the students to know about business meetings. They will be able to learn writing Minutes of Meeting. Report Writing will also be focused upon in these lectures.

CONTENTS:

- Meeting
 - Meaning
 - Importance
 - Types
 - Rules to be followed
 - Agenda
 - Minutes of Meeting
- Report writing
 - Importance of report
 - Functional areas of report
 - Types of business report
 - Short reports
 - Organization of a long report

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 15, 18, 24

LONG ANSWER TYPE QUESTIONS: Q 20, 22, 23

OTHER ASSIGNMENT:

- 1 ibid 2, Page No.218; Q1, 3,4,5

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. WC1-WC34; OC30-OC38

REFERENCE BOOKS:

1 ibid 2, Page No. 201-220

2 ibid 3, Page No. 268-280

ARTICLE :

1 Mankins C. Michael, 'Yes, You Can Make Meetings More Productive', Harvard Business Review, Vol.10, Issue No. 3, March 2014, pp. 32-44

LECTURES 18-21

JOB APPLICATION AND RESUME WRITING

OBJECTIVE:

The lectures will help students write job application letters. A job application letter is a kind of sales letter, which, instead of promoting a product, seeks to sell the applicant's services. So, it is important to describe effectively and persuasively the services one can render.

CONTENTS:

- Job application
- Covering Letter
- Format of Curriculum Vitae / Resume
- Points to be noted while writing C.V.
- Business communication via Social Network
 - Writing a Blog

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 9, 11, 12

LONG ANSWER TYPE QUESTIONS: Q 14, 16

OTHER ASSIGNMENT:

1 ibid 1, Page No. ER-12, Q (A)1,2,3,4,5; Q (B) 1,2,3,4,5,6,7

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 1, Page No. ER1-ER9
- 2 ibid 3, Page No. 332-335

ARTICLE:

1. McCord, S. (2018). The Muse. Retrieved 20 May, 2018, from <https://www.themuse.com/advice/3-classic-resume-rules-updated-for-the-21st-century>

LECTURES 22-25

ORAL COMMUNICATION AND BUSINESS ETIQUETTE

OBJECTIVE:

The objective of these lectures is to enable the students understand how to prepare and deliver a presentation, the factors and principles to be kept in mind for effective presentation. The concept of Video Conferencing and Skype will also be explained in these lectures

CONTENTS:

- Principles of Oral Presentation
 - Planning
 - Structuring
 - Preparing
 - Practicing and Rehearsal
 - Getting Ready
 - Making the Presentation
 - Delivering the presentation
 - Before the presentation
 - During the presentation
 - After the presentation
- Factors Effecting Presentation
- Video-Conferencing and Skype

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q7, 29

LONG ANSWER TYPE QUESTIONS: Q 10, 13, 17, 18

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. OC-67, Q (A) 1, 2, Q (B) 2,3;Q (C) Q1,3
- 2 ibid 3, Page No.331, Q1, 2, 3

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. EC61-EC79

REFERENCE BOOKS:

- 1 ibid 2, Page No. 21-27
- 2 ibid 3, Page No. 301-330

ARTICLES:

1. Anderson Chris, "How to give a killer presentation", Harvard Business Review, June 2013, Vol.8, No. 6, June 2013, pp. 23-35
2. Swathi TVS, 'The Importance of Effective Präsentation for Organisational Success 'The IUP Journal of Soft Skills, Vol. IX, No.2, June 2015, pp. 7-15

LECTURES 26-27

NON – VERBAL COMMUNICATION

OBJECTIVE:

The objective of these lectures is to enable the students understand the concept and importance of non-verbal form of communication.

CONTENTS:

- Meaning
- Characteristics
- Types
 - Kinesics (Body Language)
 - Para Language (Tone, Pitch, Speed of delivery)
 - Proxemics (Space Language)
 - Chronemics (Time Language)
 - Artifactual (Personal appearance)
 - Touch (Haptics)
 - Silence
- Functions
- Guidelines for developing Non-Verbal Skilss

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q11, 14, 17, 28

LONG ANSWER TYPE QUESTIONS: Q 3, 9, 25

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. EC-78, Q (A)1,2,3,Q (B) 1,2,3,4;Q (C) Q1,2,3,4,5,6,7
- 2 ibid 3, Page No.48, projects: 1,2

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. EC61-EC79

REFERENCE BOOK:

- 1 ibid 3, Page No. 30-38

ARTICLES:

1. Phutela Deepika, 'The Importance of Non Verbal Communication ', The IUP Journal of Soft Skills, Vol. IX, No.4, December 2015, pp. 43-65
2. Ravindranath Sindhu, 'Soft Skills in Project Management : A Review', The IUP Journal of Soft Skills, Vol. X, No.4, December 2016, pp. 16-25

LECTURES 28-30

GROUP DISCUSSIONS

OBJECTIVE:

The lectures will help students understand how to communicate in a group and the importance of group discussion in enhancing team work.

CONTENTS:

- What is GD
- Personality traits observed in a GD:
 - Ability to work in a team.
 - Reasoning ability
 - Leadership skills
 - Initiative

- Assertiveness
- Flexibility
- Creativity
- Communication skills
- Ability to think spontaneously

ASSIGNMENT FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 18, 23

LONG ANSWER TYPE QUESTION: Q 20

OTHER ASSIGNMENTS:

1 ibid 1, Page No. OC-49, Q (A)1,2,3,4,5; Q(B) 1,2,3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. OC39-OC-48

ARTICLE:

1. Livingston George, “The Role of Story in Enhancing Critical Thinking and Group Discussion Skills”, ‘The IUP Journal of Soft Skills, Vol. X, No.1, March 2016, pp 55-71

LECTURES 31-34

INTERVIEWS

OBJECTIVE:

The lectures will help students face the interview sessions confidently and effectively by understanding the types of interviews and the factors to be kept in mind while preparing and giving the interviews

CONTENTS:

- Meaning
- Types of interviews
 - The Screening Interview
 - The Informational Interview
 - The Stress Interview
 - The Behavioral Interview
 - The Group Interview

- The Follow-up Interview
- Preparation for Interview
 - Before
 - During
 - After

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 21, 22, 26

LONG ANSWER TYPE QUESTIONS: Q 5, 7, 15

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. OC-20, Q (A) 1,2, 3,4,5,6; Q (B) 1,2,3,4,5,6,7
- 2 ibid 3, Page No. 388, Q 4, 5, 6

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. OC20-OC29

REFERENCE BOOK:

- 1 ibid 3, Page No. 368-378

ARTICLES:

- 1 AkhtarShamim, “What to expect from across the table: 25 most frequently asked interview questions”, The IUP Journal of Soft Skills, Vol. VI, No.1, March 2012, pp. 51-63.
2. Tewari Ruchi and Sharma Ekta, ‘An Investigation into the Expectations of the Recruiters and the Preparedness of the Management Graduâtes for Effective On Job Performance’ The IUP Journal of Soft Skills, Vol. X, No.1, March 2016, pp. 14-23

LECTURES 35-38

BUSINESS ETIQUETTE AND PROFESSIONALISM

OBJECTIVE:

The objective of the lectures is to give students the practical aspect of communication while writing a summer project report.

CONTENTS:

- Introduction and Greetings
 - The Handshake
 - Hugs and kisses
 - Exchange of Visiting Cards
 - Art of Conversation
- Dressing and Grooming
 - Body Hygiene
 - Norms of Business dressing
 - Attire
 - Jewellery
 - Shoes
 - Other Accessories
- Office Etiquette
- Dining Etiquette
- Gifting in Business
 - Business Gifts

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 13, 17

LONG ANSWER TYPE QUESTIONS: Q 23, 24, 28

OTHER ASSIGNMENTS:

1 ibid 3, Page No. 408, Q 1,2,3

SUGGESTED READINGS:

REFERENCE BOOK:

1 ibid 3, Page No.390-480

LECTURES 39-41 PUBLIC SPEAKING AND ACTIVE LISTENING

OBJECTIVE:

The objective of the lectures is to explain the students about art of public speaking and enhancing effective listening

CONTENTS:

- Building the Art of Public Speaking

- Specify the Objective
- Planning
- Preparation
- Practice and rehearsal
- Getting ready
- Delivery
- Effective Listening
 - Benefits
 - Better work environment
 - Effective problem solving
 - Time saving
 - Reduction in hostilities
 - Industrial harmony
 - Customer satisfaction
 - Public relations
 - Guidelines for effective listening
 - Stop talking
 - Fight off all distractions
 - Be patient
 - Be emphatic
 - Be fully attentive
 - Create a positive listening environment
 - Use feedback mechanisms
 - Ask questions and seek clarifications
 - React to the message, not to the person

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 8, 12

LONG ANSWER TYPE QUESTION: Q 10, 11, 14

OTHER ASSIGNMENTS:

1 ibid 3, Page No. 48, Q1,2,3,4.

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No.OC58-OC67, EC26-EC28

REFERENCE BOOKS:

1 ibid 3,Page No.38-41

ARTICLES:

1. Rane DB “Good Listening Skills make Efficient Business Sense”, The IUP Journal of Soft Skills, Vol. VI, No.1, March 2012, pp. 43-51
2. Leonardi Paul & Neely, “ What managers need to know about social tools”, Harvard Business Review, Vol. 95, No. 6, pp. 118
3. Nirmal K & Kumar Senthil SA, “ The Impact of Basic, Higher-Order Thinking & Affective Skills on Graduate Employability”, The IUP Journal of Soft Skills, March 2018, Vol. XII, No. 1, pp.7

UNIT IV

LECTURES 42-44

EXTERNAL INFLUENCE ON BUSINESS COMMUNICATION

LEGAL AND ETHICAL DIMENSIONS IN BUSINESS COMMUNICAITON

OBJECTIVE:

The lecture will help students understand various ethical and legal issues involved in business communication and train them on how to communicate ethically

CONTENTS:

- Ethics
 - A system of moral beliefs to govern our behaviour
- How To Make Ethical Choices
 - Choose the option that preserves the interest of maximum people, harms the fewest
 - Judge an action by the intention behind it
- Common Ethical Pitfalls In Communication
 - Divulging secrets
 - Whistle blowing
 - Rumor mongering and gossiping
 - Using euphemism
 - Ambiguity
- In Order To Be Ethical While Sending A Communication
 - Obey the law
 - Ensure accuracy, relevance and completeness of information
 - Relay information without diluting, distorting or exaggerating’
 - Ensure the timeliness of communication, make commitments that can be honoured
 - Send a positive message that creates a win-win situation
 - Message should not lie heavy on your heart
 - Message should respect and enhance human worth

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 21, 22

LONG ANSWER TYPE QUESTIONS: Q 8, 15, 21

OTHER ASSIGNMENT:

1 ibid 1, Page No. EC-86, Q (C)1,2,3

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. EC80-EC86

REFERENCE BOOK:

1 ibid 3, Page No 11-13

ARTICLES:

- 1 David Ingram, "Legal Aspect of Business Communication", <http://smallbusiness.chron.com/legal-aspect-business-communication-72393.html>
- 2 "Legal Issues & Electronic Business Communications", <http://www.lotsofessays.com/viewpaper/1701043.html>
- 3 Robert A. Rajczyk, "Usage Of Secure-Qualified Signature In Poland", Media & Mass Communication, Volume 3, 2014

LECTURES 45-47

CROSS CULTURAL AND DIVERSITY ISSUES OF COMMUNICATION

OBJECTIVE:

The objective of the lecture is to understand the cross cultural dimensions of business communication.

CONTENTS:

- Need For Intercultural Communication Has Arisen Because:
 - Markets have become global
 - Work force in office or the factory has become multicultural
- Advantages of Culture Literacy
 - Harmony at the work place
 - Workers equally effective inside/outside the organization

- Better qualified personnel can be hired
 - No problems stemming from differences in behaviour and perceptions
 - Bargaining and negotiating easier
 - Fulfilling professional and personal life
- Culture:
- The aggregate of beliefs, values, and behaviour patterns shared by a group.
- Components Of Culture
- Language
 - Religion
 - Perceptions and values
 - Conventions (customs) and manners
 - Aesthetics
 - Education
 - Social structure
- Characteristics Of Good Corporate Culture
- Pride of the organization
 - Orientation towards top achievement
 - Teamwork and communication
 - Supervision and leadership
 - Profit orientation and cost awareness
 - Employee relationships
 - Client and customer relationship
 - Honesty and safety
 - Education and development
 - Innovations

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q2, 18

LONG ANSWER TYPE QUESTIONS: Q 17, 18, 30

OTHER ASSIGNMENTS:

1 ibid 1, Page No. IC-4, Q (B)1,2,3,4; Q (C) 1,2,3,4,5

2 ibid 3, Page No. 25, Q 4

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. IC1-IC22

REFERENCE BOOK:

- 1 ibid 3, Page No 14-17

ARTICLES:

- 1 Adams Jean, “E-Powering Tomorrow’s Leaders: Soft Skill Development In Management Education”, The IUP Journal of soft skills, Vol.VI, NO 2 June 2012, pp. 13
- 2 Racquel Moreau, “The Value of Foreign Languages in Business Communication”, http://scholarsarchive.jwu.edu/cgi/viewcontent.cgi?article=1016&context=mba_student
- 3 Zahra Shahsavari, “The Impact Of Culture On Using Critical Thinking Skills Through The Blog”, Media & Mass Communication, Volume 3, 2014

LECTURES 48-50

TECHNOLOGY ENABLED COMMUNICATION

OBJECTIVE:

The lectures will help students understand the role and importance of technology in communication.

CONTENTS:

- Internet
 - Business uses Of Internet
 - Expansion of customer base
 - Providing product information
 - Saving on literature costs
 - Easy access to customer services representatives
 - Creating/augmenting corporate image
 - Recruitment of new employees
 - Online services
 - Getting information from external sources
 - Elimination of middlemen
 - The intranet and extranet
 - Telecommuting
 - Wider markets
 - Continuous updating
 - Sharing information/views/solutions
- Different Modes Of Online Communication
 - E-mail
 - World wide web
 - Instant messaging
 - Video-conferencing
 - Collaboration

- Remote access
- File transfer
- Discussion mailing lists
- Newsgroups
- Internet telephony (VoIP)
- Telnet
- Threats To The Internet
 - Information overload
 - Data security
 - Cyber slacking
 - Electronic traffic jams
 - Sabotage and thefts

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q13, 15, 23

LONG ANSWER TYPE QUESTIONS: Q 6, 13, 14

OTHER ASSIGNMENTS:

1 ibid 1, Page No. EL-42, Q (B)1,2,3,4,5,6,7,8,9,10

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. EL1-EL42

REFERENCE BOOK:

1 ibid 3, page no. 100-115

ARTICLES:

- 1 e-Powering Tomorrow's leaders: Soft Skills Development in Management Education, The IUP Journal of Soft Skills, Vol. VI, NO 2 June 2012, pp. 34-44
- 2 Emily Drago, "The Effect of Technology on Face-to-Face Communication", The Elon Journal of Undergraduate Research in Communications, Vol. 6, No. 1 • Spring 2015

LECTURES 51-53

MASS COMMUNICATION

OBJECTIVE:

The objective of the lectures is to make students understand the importance of mass communication in business communication like promotion strategies, advertisements, publicity, and press releases, media mix, public relations, newsletters.

CONTENTS:

- Advertisements
 - Characteristics Of Good Advertisements
 - Cater to the consumer psychology
 - Accord to the latest fashion trends
 - Have a visual or auditory effect
 - Be brief
 - Have repetition and variation in advertisements
 - Make the products look unique
 - How To Make Advertisements Attractive and Effective
 - Give catchy captions
 - Give statistics to prove your point
 - Make use of crazy slogans
 - Enumerate your achievements
 - Say it with humour
 - Use anecdotes
 - Make an effective, discreet use of sex appeal
 - Types of Advertisement Copy
 - Institutional copy
 - Straight-selling copy
 - Narrative or story copy
 - Educative copy
 - Comic or humorous copy
 - Expository copy
 - Suggestive copy
- Press Release
 - Characteristics of Good Press Release
 - Essentials
- Media Mix
- Newsletter
- Public Relation

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q6, 13

LONG ANSWER TYPE QUESTIONS: Q 24, 25, 26

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. WC70-WC92

ARTICLES:

- 1 Liljana Siljanovska, "The Informative Function Of The Media: Negativism And The Ideological Component Of News", Media & Mass Communication, Volume 3, 2014
- 2 Said Sh. Huseynov, "Public Relations In Science: Possibilities For Building Up Future's Science Communication (Science Journalism)", Media & Mass Communication, Volume 3, 2014

LECTURES 54-56

NEGOTIATION AND ITS RELEVANCE IN BUSINESS COMMUNICATION

OBJECTIVE:

The Objective of lectures is to make students understand the concept of negotiations, different approaches, process and management of business negotiation.

CONTENTS:

- Meaning
- Approaches to negotiations
 - Win-lose
 - Lose-lose
 - Compromise
 - Win-win
- How To Make Negotiations Successful
 - Provide for a pleasant ambience and a comfortable seating arrangement
 - Be an active listener
 - Try to satisfy your opponent's psychological and emotional needs. Be careful lest you should hurt his ego
 - Begin with positive gestures
 - Try to reach a minimum agreement
 - In case of impasse, identify the cause and try to remove it

- Respect your opponent's cultural background
 - Your verbal and non-verbal communications should send identical messages
 - Don't encroach upon your opponents private place
 - Don't let your personal aspirations/Objectives interfere in the negotiation process
- The Negotiation Process
- Preparation
 - Arguing
 - Signaling
 - Proposing
 - Packaging
 - Bargaining
 - Closing

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 26-30

LONG ANSWER TYPE QUESTIONS: Q 27, 28

OTHER ASSIGNMENT:

1 ibid 1, Page No. OC-57, Q (C)1, 2, 3, 4, 5

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. OC49-OC57

REFERENCE BOOK:

1 ibid 2, Page No. 47-48

ARTICLES:

1. Brooks Alison, "Emotion and the Art of Negotiation", The Harvard Business Review, December 2015, pp. 46-55
2. Malhotra Deepak, "Control the Emotions before it Begins", The Harvard Business Review, December 2015, pp. 56-63
3. Vinod Renu, "Negotiating Values in Modern India: A Theoretical Exploration", Journal of Human Values, January 2016, Vol. 22, No.1, pp.57-66
4. Harell Eben, "A Brief History of Personality Tests", Harvard Business Review, Mar-Apr 2017, Vol. 95, No. 2, Pg. 63

LECTURE PLAN

LEGAL ASPECTS OF BUSINESS

MS - 113

COURSE OUTLINE
MBA-I SEMESTER
Legal Aspects of Business

Course Code: MS- 113

L-4 Credits -4

Objective: This course is intended to make students understand the legal aspects of business in terms of various acts that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

Course Contents

Unit-I

(28 Hours)

Business Legislation

- Indian Contract Act, 1872
 - Formation
 - Essential Elements
 - Performance and Discharge of Contract
 - Remedies for Breach of Contract
 - Overview of Special Contracts
 - Overview of Alternate Dispute Resolution Mechanisms
- Negotiable Instruments Act, 1881
 - Meaning and Essential Features
 - Types
 - Endorsement of NI
 - Presentment of NI
 - Discharge of Parties
 - Liabilities of Banker
 - Dishonor of Negotiable Instruments like Hundis etc

Unit II

(20 Hours)

Companies Act 2013

- Meaning and Essential Features of Company
- Types of Companies
- Formation of Company
- Memorandum and Articles of Association
- Prospectus
- Company Meetings
- Concept of Independent Directors
- Single Person Company
- Company Directors and Managers
- Duties of Directors

- Appointment Remuneration and allied matters
- Company Secretary-Duties and responsibilities
- CSR Activities

Unit –III

(7 Hours)

Investment Laws

- Securities Exchange Board of India Act, 1992
 - Objective and Salient Features
 - Definition of Security
- Securities Exchange Board of India
 - Composition, Powers and Functions
 - SEBI Guidelines-Pre-issue formalities-Disclosure standards
 - Legal requirements
 - Operation of Clearing;
 - Settlement and Depository System in Securities Transaction
 - SEBI Guidelines for Mutual Funds and Venture Capital.

Unit IV

(14 Hours)

Sales and Competition laws

- Sales of Goods Act, 1930
 - Meaning and Essential Elements of Contract of Sale
 - Meaning of Goods
 - Conditions and Warranties
 - Transfer of Ownership
 - Performance of a Contract of Sale
 - Rights of Unpaid Seller
- Competition Act 2002
 - Objective
 - Anti-Competitive Agreements
 - Abuse of Dominant Position
 - Regulation of Combinations
 - Competition Commission of India
 - Composition
 - Duties Powers and Functions
 - Procedure for Inquiry and Investigation
 - Competition Appellate Tribunal with recent orders.

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of business environment, and students are advised to go through the material for thorough understanding of the subject

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

➤ MAIN TEXT BOOK

1. **Author's Name(s):** S.N Maheshwari, S.K. Maheshwari
Title: A manual of Business Laws
Edition: VI **Year:** 2015
Publisher: Himalaya Publishing House, (ibid 1)

➤ REFERENCES BOOKS

1. **Author's Name(s):** S.N Maheshwari, S.K. Maheshwari
Title: Company Law
Edition: VIII **Year:** 2016
Publisher: Himalaya Publishing House (ibid 2)
2. **Author's Name(s):** CB Gupta
Title: Business Environment
Edition: VIII **Year:** 2013
Publisher: Sultan Chand and Sons (ibid 3)
3. **Author's Name(s):** M C Kuchhal, Vivek Kuchhal
Title: Mercantile Law
Edition: VIII **Year:** 2013
Publisher: Vikas Publishing House Pvt. Ltd. (ibid 4)
4. **Author's Name:** Shaikh Saleem
Title: Business Environment
Edition: II **Year:** 2010
Publisher: PEARSON (ibid 5)

➤ ACTS

1. Companies (Amendment) Act, 2013.
2. The Indian Contract Act, 1872
3. The Negotiable Instrument Act, 1881

4. Sales of Goods Act, 1930
5. Competition Act 2002

➤ **JOURNALS**

1. Chartered Secretary
2. The Chartered Accountant
3. Indian Journal of Research
4. Journal of Economics and Finance (IOSR-JEF)
5. Journal of Legal studies and Research
6. Journal for Corporate Professionals - Chartered Secretary
7. Legal Service India
8. International Journal of Advance Research in Computer Science and Management Studies

LECTURES 1-11

Indian Contract Act, 1872

OBJECTIVE:

These lectures will enable to understand the concept of law will throw light on the formation of Indian Contract Act and essentials of a valid contract.

CONTENTS:

- Meaning of Law
- Law of Contract- The Indian Contract Act, 1872
 - Scope and Application
 - Meaning of Contract
 - Kinds of Contract
 - Enforceability
 - Valid
 - Void
 - Illegal
 - Unenforceable
 - Mode of Creation
 - Express
 - Implied
 - Extent of Execution
 - Executed
 - Executory
- Essential Elements of a Contract
 - Offer and acceptance
 - Competence to Contract
 - Consent of parties
 - Consideration
 - Legality of Object

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 1,2,3

LONG ANSWER TYPE QUESTIONS: Q 1

OTHER ASSIGNMENTS:

1 ibid 1: Page No. 1.27; Q 1,2,3,4,5,6,7 (Essay Type Questions)

2 ibid 1: Page No. 1.91; Q3 (Essay Type Question)

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page 1.5-1.169

REFERENCE BOOKS:

1 ibid 4, Page No. 7-102

ARTICLE

1. Sawant, R, "Breach of Contract And Its Consequences Under Indian Contract Act, 1872: A Brief Overview", Chartered Secretary, Vol XLV, No.4, 2015, pp. 41-46

LECTURES 12-15

OBJECTIVE:

These lectures will enable to understand the meaning of performance of contract, differentiate between actual and attempted performance. These lectures will also explain meaning and modes of discharge of contracts and remedies in case of breach.

CONTENTS:

- Performance of Contract
 - Meaning
 - Types
 - Actual
 - Attempted
 - Responsibility of Performance
 - Demand for Performance
 - Time and Place for Performance
 - Appropriation of Payments
- Discharge of Contract
 - Meaning of Discharge
 - Modes of Discharge
 - By agreement
 - By performance of contract
 - By operation of law
 - By material alteration
 - By subsequent impossibility of performance
 - By breach

- Types
 - Actual
 - Anticipatory
- Remedies for breach of contract
 - Rescission
 - Damages
 - Quantum Meruit
 - Specific Performance
 - Injunction

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 3,4

LONG ANSWER TYPE QUESTIONS: Q 5, 10

OTHER ASSIGNMENTS:

1. ibid 1, Page No 1.95, Q 1,5
2. ibid 1, Page No 1.104, Q 10
3. Page No 1.105, Q 1,7,9

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No 1.87-1.95
- 2 ibid 1, Page No 1.96-1.103

REFERENCE BOOKS:

- 1 ibid 4, Page No. 103-168

LECTURES 16-20

OBJECTIVE:

The objective of these lectures is to understand the special contracts under the law of contract

CONTENTS:

- Other Special Contracts
 - Contract of Indemnity

- Contract of Guarantee
- Contract of Bailment
- Contract of Agency

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 16, 21, 22, 34,35

LONG ANSWER TYPE QUESTION: Q 21, 28,29,30

OTHER ASSIGNMENTS:

1. ibid1,Page No 1.134: Q 1,2
2. ibid2,Page No 1.168; Q 1,4,5,7

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No 1.128-1.168

REFERENCE BOOKS:

- 1 ibid 4, Page No. 169-239

LECTURES 21-22

LAW OF NEGOTIABLE INSTRUMENTS

OBJECTIVE:

The lectures will help students understand the concept of negotiable instruments, its features and types. The lectures will also give an overview the special instruments and the concept of maturity of negotiable instrument.

CONTENTS:

- Negotiable Instruments Act, 1881
 - Meaning
 - Essential Features
 - Types
 - Promissory Note
 - Bills of Exchange

- Inland and Foreign Bill
- Time and Demand Bill
- Trade and Accommodation Bill
- Cheques
 - Ambiguous Instruments
 - Inchoate Instruments
 - Escrow
 - Payment in due course
 - Maturity of NI

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 6, 12

LONG ANSWER TYPE QUESTIONS: Q 2, 3 4,15, 26

OTHER ASSIGNMENTS

1. ibid 1: Page No. 4.18; Q 1, 2, 3,4,5,6, 8
 ibid 1: Page No. 4.19; Q 1,3,5 (Practical Questions)
2. ibid 4: Page No. 376; Q 6, 9

TEXT BOOK:

- 1 ibid 1, Page 4.3-4.20

REFERENCE BOOKS:

- 1 ibid 4, Page No. 351-377

LECTURES 23-25

OBJECTIVE:

The lectures will help students understand the concept of presentment and ownership of Negotiable instrument. The students will also be explained about the endorsement of NI in detail through these lectures.

CONTENTS:

- Presentment of NI
 - Meaning
 - Purpose of presentment

- For acceptance
 - For sight
 - For payment
 - Place of presentment
 - Time for presentment
- Ownership of NI
 - Assignment
 - Negotiation
 - Actual
 - Constructive
 - Conditional
- Endorsement of NI
 - Rules
 - Kinds
 - General or Blank
 - Specific or Full
 - Partial
 - Restrictive
 - Conditional

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 11, 12, 31

LONG ANSWER TYPE QUESTIONS: Q 8, 9, 27

OTHER ASSIGNMENTS

1. ibid 1: Page No. 4.34; Q 1
 Page No. 4.34; Q 1,2,3 (Practical Questions)
 ibid 1: Page No. 4.46; Q 1,8,12
 : Page No. 4.46; Q1 (Practical Question)
2. ibid 4: Page No. 396; Q1,3
 : Page No. 408; Q4, Q1(Practical Problems)

TEXT BOOK:

- 1 ibid 1, Page 4.29-4.34

REFERENCE BOOKS:

1 ibid 4, Page No. 351-408

LECTURES 26-28

OBJECTIVE:

The lectures will help students understand the concept discharge of parties and liabilities of banker of Negotiable instrument. The students will also be explained about the dishonour of NI in detail through these lectures.

CONTENTS:

- Discharge of Parties
 - Meaning
 - Modes
 - By payment
 - By cancellation
 - By release
 - By default of the holder
 - By material alteration
- Dishonour
 - Meaning
 - Modes
 - By non-acceptance
 - By non-payment
 - Noting and Protesting
- Liabilities of Banker
 - Meaning of banker
 - As paying banker
 - As collecting banker
 - Crossing of cheques
 - General
 - Special
 - Restrictive

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 30, 32,33

LONG ANSWER TYPE QUESTIONS: Q 10, 12,15, 25

OTHER ASSIGNMENTS

1. ibid 1: Page No. 4.34; Q 1
Page No. 4.34; Q 1,2,3 (Practical Questions)
2. ibid 1: Page 4.46: Q 1,8,12
Page 4.46: Q1 (Practical Question)

TEXT BOOK:

- 1 ibid 1, Page No 4.49-4.70.

REFERENCE BOOKS:

- 1 ibid 4, Page No. 409-436

ARTICLES:

1. MukhopadhyaySuhita, “Law relating to Dishonor of Cheques in India: An Analysis of Section 138 of the Negotiable Instruments Act”, Chartered Secretary, Journal for Corporate Professionals, ICSI, Vol XLIII, No:3, March 2013, pp.298-301

UNIT II

LECTURES 29-31

COMPANY LAW

OBJECTIVE:

These lectures will help students to understand about the nature of the company, its characteristics. The students will understand the procedure involved in the formation of the company.

CONTENTS:

Companies Act 2013

- Meaning of Company
- Essential Features of Company
 - Voluntary association
 - Independent legal entity
 - Perpetual existence
 - Common seal
 - Legal liability

- Transferability of shares
- Lifting of Corporate Veil
- Types of Companies
 - Statutory companies
 - Registered companies
 - Limited by shares
 - Limited by guarantee
 - Unlimited
 - Private
 - Public
 - Listed and Unlisted companies
 - Holding and subsidiary companies
 - Government company
 - Foreign company
 - One-man company
 - Dormant company
 - Associate company
 - Global company
 - Multinational company
 - Non-profit making company

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1,2 ,3 4, 24, 25

LONG ANSWER TYPE QUESTIONS: Q 2, 10, 20

OTHER ASSIGNMENTS:

1 ibid 1: Page No. 5.27; Q 3,8,9,20,22 (Essay Type Questions)

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 5.3-5.17

REFERENCE BOOK:

1 ibid 2, Page No. 1-35

ARTICLES:

1. Narasimhan V.R. “One Person Company: A Dynamic Form of Business”, Chartered Secretary, Vol. XLIII, No: 06, June 2013, pp. 660-664.
2. Chandratre K R , “ Definition of ‘Public Company’: Effect of the Proviso to section 2(71) of the Companies Act, 2013, Chartered Secretary, Vol 47, No 01, January 2017, pp 28-31

LECTURES 32-36

COMPANY LAW

OBJECTIVE:

These lectures will help students to the stages involved in formation of a company. The important documents maintained by the company will also be explained in these lectures.

CONTENTS:

Companies Act 2013

- Formation of Company
 - Meaning
 - Steps
 - Promotion
 - Functions and duties of promoters
 - Types
 - Professional
 - Occasional
 - Financial
 - Entrepreneurial
 - Incorporation
 - Meaning
 - Steps
 - Preliminary steps
 - Filing of documents
 - Payment of fees
 - Obtaining certificate of incorporation
 - Effects of registration
 - Commencement of Business
 - Meaning
 - Provisional contracts
 - Preliminary contracts
- Memorandum and Articles of Association
 - MOA

- Meaning
 - Clauses of MOA
 - Name
 - Situation
 - Objects
 - Liability
 - Capital
 - Association
 - Form of MOA
 - Alteration of MOA
 - Doctrine of Ultra Vires
- AOA
 - Meaning
 - Form of AOA
 - Contents of AOA
 - Alteration of AOA
- Binding Effects of MOA and AOA
- Constructive Notice of MOA and AOA
- Doctrine of Indoor Management
 - Meaning
 - Exceptions
- Prospectus
 - Meaning
 - Need
 - Requirements as to Prospectus
 - Contents of prospectus
 - Information
 - Reports
 - Declaration
 - Other matters
 - Penalty
 - Mis statements in prospectus
 - Criminal liability
 - Civil liability
 - Shelf-Prospectus
 - Red-Herring prospectus
 - Listing of securities

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 6,7,8,11,17, 23, 26, 27

LONG ANSWER TYPE QUESTIONS: Q 3,11,12, 28

OTHER ASSIGNMENTS:

1. ibid 1: Page No. 5.36: Q 1,2 (Essay Type Questions)
2. ibid 2: Page No 72: Q 1,3,4 &Page No 93: Q 4,5

SUGGESTED READINGS:

TEXT BOOK

1. ibid 1, Page No. 5.25-5.70

REFERENCE BOOK:

1. ibid 2, Page No.49-93

ARTICLE:

1. Chandratre K R, “Effect of Changes regarding Objects Clause of Memorandum under Companies Act 2013”, Chartered Secretary, Vol. 47, No. 04, April 2018, pp 29-32.

LECTURES 37-41

COMPANY LAW

OBJECTIVE:

These lectures will explain students the concept of company meetings, its types and procedure involved in the conduct of meetings.

CONTENTS:

- Company Meetings
 - Meaning
 - Types
 - Statutory Meeting
 - Annual General Meeting (AGM)
 - Extraordinary General Meeting (EGM)
 - Meeting by NCLT

- Class Meetings
- Other Meetings
- Procedure of Meeting
- Requisites of Valid Meeting
- Passing of Resolutions
- Minutes of Meeting (MOM)

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 21,

LONG ANSWER TYPE QUESTIONS: Q 14, 26, 27

OTHER ASSIGNMENTS:

1. ibid 1: Page No. 5.131; Q 8, 9 (Essay Type Questions),
2. ibid 2: Page No. 168; Q 6, 8, 10 (Essay Type Questions)

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No. 5.114-5.130

REFERENCE BOOK:

1. ibid 2, Page No.142-169

ARTICLE:

1. Sharma N. and Dang R., “Analyzing Companies Act: A move towards better Governance”, IOSR Journal of Business and Management, Volume 16, Issue 5, May 2017, pp 26-32.

LECTURES 42-48

OBJECTIVE:

These lectures will help students to understand about the managerial personnel in the companies, their classification, appointment, duties, powers, legal position and other provisions relating to them as per Companies Act 2013. The concept of CSR initiatives by the companies will also be discussed with the students in these lectures.

CONTENTS:

- Company Directors and Managers
 - Meaning
 - Number and Composition
 - Classification
 - As per Companies Act
 - Managing Director (MD)
 - Whole Time Director (WTD)
 - Independent Director
 - Nominee Director
 - As per Listing Agreement
 - Executive
 - Non-Executive
 - According to Mode of Appointment
 - Number of Directorships
 - Disqualification of Directors
 - Removal of Directors
 - Powers and Duties of Directors
 - Legal Position of Directors
 - Appointment Remuneration and allied matters
- Company Secretary
 - Meaning
 - Appointment and Dismissal
 - Status
 - Duties and responsibilities
- CSR Activities
 - Meaning of CSR
 - Rationale behind CSR activities
 - Latest Provisions of Companies Act 2013

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 22,

LONG ANSWER TYPE QUESTIONS: Q 19, 29

OTHER ASSIGNMENTS:

1. ibid 1: Page No. 5.178; Q 1, 4 (Essay Type Questions),
2. ibid 2: Page No. 168; Q 6, 8, 10 (Essay Type Questions)

ARTICLE:

1. Chandrate K. R., “Section 164(2) of the Companies Act 2013: A hard nut to crack”, Chartered Secretary, Vol. 47, No. 05, May 2017, pp 43-47.

SUGGESTED READINGS:**TEXT BOOK:**

1. ibid 1, Page No. 5.148-5.178

REFERENCE BOOK:

1. ibid 2, Page No.172-211

ARTICLES:

1. Banerjee, S.K. “Corporate Social Responsibility: Provisions in Companies Act, 2013”, Chartered Secretary, Vol XLIV, No. 05, May 2014, pp. 575-579.

UNIT-III**SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) ACT, 1992****OBJECTIVE:**

The objective of these lectures is to make students understand the scope and Objective of SEBI and its powers.

CONTENTS:

- Meaning
- Scope and Objective of the Act
- Salient Features
- Definition of Security
- Securities Exchange Board of India- Composition
- Powers of SEBI
 - Regulatory
 - Composition
 - Prohibitory

- Promotional
- Functions
- SEBI Guidelines
 - Pre-issue Formalities
 - Disclosure standards
- Detailed SEBI Guidelines - for Capital Market
- SEBI Reforms on Stock Exchanges
- Complaints Against Members and Grievances Cell
- Complaints Against Companies
- Customer's Protection Fund
- Investors Beware
- Specific Goals
 - Pre-requisites of Investor
 - Preparing to Invest
 - Balance Sheet Study
 - Choice of a Broker
- Legal requirements

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 3, 4, 10, 11, 12, 13, 14, 15, 27, 30

LONG ANSWER TYPE QUESTIONS: Q1, 2, 3, 4, 9, 10, 11, 12, 14, 27

OTHER ASSIGNMENT:

1. ibid 3: Page No. 22.20; Q 11, 12, 13 (Long-Answer Question)

SUGGESTED READINGS:

REFERENCE BOOK:

1 ibid 5, Page 187-200

ARTICLE

1. Purohit Harshesh, "Role of SEBI in Indian Securities Market", Indian Journal of Research, Vol. 3 Issue 3, March 2014, pp. 86-88.

WEBSITES:

1. http://www.sebi.gov.in/cms/sebi_data/attachdocs/1369914175159.pdf
2. http://www.sebi.gov.in/cms/sebi_data/attachdocs/1375247200656.pdf

LECTURE 52-54

SECURITIES AND EXCHANGE BOARD OF INDIA (SEBI) ACT, 1992

OBJECTIVE:

The objective of these lectures is to make students understand the scope and Objective of SEBI and its powers.

CONTENTS:

- Operation of clearing; settlement and depository system in securities transaction
- SEBI Guidelines to Investors
- SEBI Guidelines for Mutual Funds
- SEBI Guidelines for Venture Capital
- Protection in the New Issues Market
- Protection for Fixed Deposits
- Accounts and Audit
- CRISIL Rating and Investor Protection
- SEBI in the New Millennium

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q16, 17, 18 , 21, 22, , 25, 26, 28, 29

LONG ANSWER TYPE QUESTIONS: Q13, 15, 18,19, 20, 23, 25, 26, 28, 29, 30.

OTHER ASSIGNMENT:

1. ibid 3: Page No. 22.20; Q 3, 4, 5 (Long-Answer Question)

SUGGESTED READINGS:

REFERENCE BOOK:

- 1 ibid 5, Page 181-187

ARTICLES:

1. Elkhatali, Mabruka Muspah and Qadri Javed, “A study on Role of SEBI as a Regulatory Authority in Indian Capital Market: an Empirical Analysis”, Journal of Economics and Finance (IOSR-JEF), Vol. 6, Issue 3, May.-Jun. 2015, pp 08-09.

2. Murali, Mohana (2017), “ The Role of SEBI in Protecting the Interest of Investors and Regulation of Financial Intermediaries”, International Journal for Scientific Research and Development, Vol. 5, No.4, pp. 1942-1954.

WEBSITE:

1. SEBI Annual Survey Report 2015-16 can be referred through following
http://www.sebi.gov.in/sebi_data/attachdocs/1471609638850.pdf
2. www.sebi.gov.

LECTURES 55-58

THE SALE OF GOODS ACT 1930

OBJECTIVE:

The lectures will help the students to understand the contract of sale and how is it different from agreement to sell. The concept of conditions, warranties and transfer of property will also be explained in the lectures

CONTENTS:

- Meaning of Contract of Sale
- Essentials of Contract of Sale
- Sale vs Hire Purchase
 - Agreement to sell
 - Bailment
 - Gift
 - Barter
 - Mortgage and Hypothecation
 - Contract for Work and Labour
 - Hire Purchase Agreement
- Meaning of Goods
- Kinds of Goods
- Formation of Contract of Sale
- Perishing of goods
- Conditions and Warranties
 - Meaning of Condition and Warranty
 - Differences Between Condition and Warranty
 - Express and Implied Condition and Warranty
- Doctrine of Caveat Emptor

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 18, 19, 20, 21, 27, 29

LONG ANSWER TYPE QUESTION: Q 10, 11, 12, 13, 14, 15, 16, 17

OTHER ASSIGNMENTS:

1. *ibid* 1: Page No. 2.12; Q 1, 8, 9, 10, 11(Essay Type Questions)
Page No. 2.21; Q1, 2, 5, 8, 23, 32, 33

SUGGESTED READINGS:

TEXT BOOK:

- 1 *ibid* 1, Page 2.3-2.12

REFERENCE BOOK:

- 1 *ibid* 4, Page No. 243-304

ARTICLES:

1. Mehra, V. "Sale of Goods Act, 1930 and Performance of The Contract (Section 32 To Section 40) In Relation to E-Commerce and Its Implications", *Journal of Legal studies and Research*, Vol. 2, Issue 2, April 2016, pp. 79-87.
2. Thomas, Sean (2012), "The Right to Reject for Short Delivery and Termination", *Journal Of International Trade Law And Policy*", Vol. 11, No.1, pp. 44-64.

CASE LAWS

1. *Chhunna Mal Ram Nath vs. Mool Chand Ram Bhagat* (1928) 30 BOMLR 837, Weblink - <https://indiancaselaws.wordpress.com/2014/05/25/chhunna-mal-ram-nath-vs-mool-chand-ram-bhagat/>
2. *Kailash Sharma vs. The Patna Municipal Corporation and Ors.* Citation: CWJC No. 9730 of 2006, Weblink - <https://indiancaselaws.wordpress.com/2014/01/12/kailash-sharma-vs-the-patna-municipal-corporation-and-ors/>

LECTURES 59-62

THE SALE OF GOODS ACT 1930

OBJECTIVE:

The lectures will help the students to understand the contract of sale and how is it different from agreement to sell. The concept of conditions, warranties and transfer of property will also be explained in the lectures

CONTENTS:

- Transfer of Ownership
 - Importance of Transfer of Ownership
 - Rules regarding Transfer of Ownership
 - Transfer of Title by Non-Owners
- Performance of Contract of Sale
 - Duties of Seller and Buyer
 - Delivery
 - C.I.F. Contract
- Unpaid Seller
 - Meaning of Unpaid Seller
 - Rights of Unpaid Seller
 - Rights of Unpaid Seller against the goods
 - Right of Lien
 - Right of Stoppage of goods in transit
 - Distinguish between Lien and Stoppage of goods in transit
 - Effect of sub-sale or Pledge by buyer upon the “Two rights of the Unpaid Seller”
 - Right of Resale
 - Rights of Unpaid Seller against the buyer Personally
- Auction Sale
 - Meaning of Auction Sale
 - Rules regarding Auction Sale
 - Implied Warranties in an Auction Sale

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 22, 23, 24, 25

LONG ANSWER TYPE QUESTION: Q 18, 19, 20, 21, 22, 23, 24, 25, 26,28, 29.

OTHER ASSIGNMENTS:

1. ibid 1: Page No. 2.32; Q 1,6,11,13,14,15, 18,19,20; Page No. 2.49; Q10, 11, 12, 15, 16, 17

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page 2.13-2.54

REFERENCE BOOK:

1. ibid 4, Page No. 243-304

CASE LAWS

1. Badri Prasad v. State of Madhya Pradesh & Anr. 1969 SCR (2) 380 (Ascertainment), Weblink <https://indiancaselaws.wordpress.com/2012/01/24/badri-prasad-vs-state-of-madhya-pradesh-anr/>
2. Kalka Prasad Ram Charan v. Harish Chandra AIR 1957 All 25 (Section 54(2) of Sale of Goods Act, Right of an unpaid seller, Right to lien), Weblink - <https://indiancaselaws.wordpress.com/2012/01/24/kalka-prasad-ram-charan-v-harish-chandra/>
3. Beale v. Taylor [1967] 3 All ER 253 (Sale by Description, Section 13 of Sale of Goods Act), Weblink - <https://indiancaselaws.wordpress.com/2012/01/24/beale-vs-taylor/>

LECTURES 63-65

THE COMPETITION ACT 2002

OBJECTIVE:

Business is faced by competition from its environment. Many business persons enter malpractices to meet the competition. The Competition Act helps in controlling and regulating the malpractices. The Objective of the lectures is to explain the meaning, nature and scope of Competition policy and its component.

CONTENTS:

- Competition Policy and Law
 - Meaning
 - Nature and Scope
 - Salient Features
- Components of Competition Act
 - Anti - Competition Agreements

- Abuse of Dominance
- Combinations Regulation
- Competition Advocacy
- Indian Competition Law
- Competition Commission of India

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 26

LONG ANSWER TYPE QUESTIONS: Q1, 2, 3, 4, 5, 27

OTHER ASSIGNMENT:

1. ibid 1: Page No. 6.175; Q 1,4,7 (Essay Type Questions)

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page 6.161-6.166

ARTICLES:

1. Gulati Bhawna, Competition Law in India, some lacunas, Some myths!, Chartered Secretary, Journal for Corporate Professionals, ICSI, Vol XLII, No:5, May 2012. pp.596-606.
2. Singhi, S., “Competition Act 2002 and its Relevance”, Legal Service India, <http://www.legalserviceindia.com/articles/compet.htm>

CASE LAWS

1. Somi Conveyor Beltings Ltd. &Anr. vs. Union of India & Ors. [W.P.(C) 1416/2016] Together with Premier Rubber Mills vs. Union of India & Ors. [W.P.(C) 1969/2016], Weblink – <https://indiancaselaws.wordpress.com/2017/05/15/somi-conveyor-beltings-ltd-anr-vs-union-of-india-ors/>
2. D.M. Entertainment Pvt. Ltd. v. Baby Gift House and Ors. CS(OS) No. 893/2002 before the Hon’ble High Court of Delhi at New Delhi Decided On: 29.04.2010, Weblink - <https://indiancaselaws.wordpress.com/2015/07/19/d-m-entertainment-pvt-ltd-v-baby-gift-house-and-ors/>

LECTURES 66-68

THE COMPETITION ACT 2002

OBJECTIVE:

Business is faced by competition from its environment. Many business persons enter malpractices to meet the competition. The Competition Act helps in controlling and regulating the malpractices. The Objective of the lectures is to explain the meaning, nature and scope of Competition policy and its component.

CONTENTS:

- Competition Commission of India
 - Composition
 - Duties Powers and Functions
 - Procedure for Inquiry and Investigation
 - Competition Appellate Tribunal with recent orders
- Competition Policy in the Indian Context
- Competition Appellate Tribunal
- Prohibition of Agreements
- Prohibition of Abuse of Dominant Position
- Regulations of Combinations
- Director General
- Registrar and Officers and Other Employees of Commission
- Duties, Powers and Functions of Competition Commission of India
- Penalties

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 11, 12, 13, 14, 15, 16, 17, 28, 30

LONG ANSWER TYPE QUESTIONS: Q 6, 7, 8, 9, 30.

OTHER ASSIGNMENT:

1. ibid 1: Page No. 6.171; Q 1, 4, 7 (Essay Type Questions)

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page 6.167-6.174

ARTICLES:

1. Gulati Bhawna, Competition Law in India, some lacunas, Some myths!, Chartered Secretary, Journal for Corporate Professionals, ICSI, Vol XLII, No:5, May 2012. Pp.596.
2. Vinayek, R. & Mehandiratta, K., “An Empirical Study of the Functioning and Performance of Competition Commission of India”, International Journal of Advance Research in Computer Science and Management Studies, Vol. 3, Issue 6, June 2015, pp. 366-369.
3. Pingali et al. (2016), “Competition law in India- Perspectives”, VIKALPA- The Journal for Decision Makers, Vol. 41, No. 2, pp. 168-193.
4. Competition Act 2002, retrieved from [http://www.cci.gov.in/sites/default/files/cci_pdf/competition act2012.pdf](http://www.cci.gov.in/sites/default/files/cci_pdf/competition_act2012.pdf)

CASE LAWS

1. Karnataka Film Chamber of Commerce Vs. Kannada Grahakara Koota & Ors, Appeal No. 13/2016 with I.A. No. 08/2017, Weblink – <https://indiancaselaws.wordpress.com/2017/04/21/karnataka-film-chamber-of-commerce-vs-kannada-grahakara-koota-ors/>
2. Reliance Jio vs rivals: govt confirms cases in CCI, December 2016, Weblink - <http://www.livemint.com/Industry/mYqR6MytmZbbgty6m1tYoL/Four-cases-in-CCI-involving-Reliance-Jio-govt.html>

LECTURE PLAN

MANAGERIAL SKILLS DEVELOPMENT (NUES)

MS 115

MASTER OF BUSINESS ADMINISTRATION (MBA)

Managerial Skills Development (NUES)

Course Code: MS- 115

L – 2 Credits – 2

Objective: This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

Course Contents

Unit I

Strengthening Oral Communication

(07 Hours)

- Presentations
- Extempore
- Role Playing
- Debates
- Quiz

Unit II

Strengthening Written Communication

(07 Hours)

- Exercises on Corporate Writing
- Creative Writing
- Writing for Employment

Unit III

Developing Professionalism for Individual Excellence

(07 Hours)

- Presenting oneself professionally
- Mock Interviews
- Planning and managing your career

Unit IV

Developing Skills to Work in Teams

(07 Hours)

- Understanding dynamics of working in teams
- Developing Interpersonal Skills
- Conflict Resolution Techniques
- Group Discussions/ Team Activities

UNIT-I

STRENGTHENING ORAL COMMUNICATION

Lecture 1-4

ORAL COMMUNICATION

OBJECTIVE:

The objective of these lectures is to enable the students understand how to prepare and deliver a presentation, the factors and principles to be kept in mind for effective presentation.

- Principles of Oral Presentation
 - Planning
 - Structuring
 - Preparing
 - Practicing and Rehearsal
 - Getting Ready
 - Making the Presentation
 - Delivering the presentation
 - Before the presentation
 - During the presentation
 - After the presentation
- Factors Effecting Presentation

Activities:

UNIT -I

- Presentations Topics: 1-40

Lecture 5-7

- Extempore
- Role Plays

Activities:

UNIT-I

- Extempore
Extempore Topics: 1-18
- Role Plays
Role play Topics: 1-5

Unit II

STRENGTHENING WRITTEN COMMUNICATION

Lecture 8

EXERCISE ON CORPORATE WRITINGS

OBJECTIVE:

These lectures will explain the meaning and principles of written communication. The focus will be on business letters: its need and function, parts and types of business letters

CONTENTS:

- Written communication
 - Business and Commercial Letters
 - Need of a business letter
 - Function of a business letter
 - Planning business messages
 - Parts of a business letter
 - Name, address and details of a sender
 - Reference number of a sender
 - Date
 - Inside address
 - Salutation
 - Subject and receiver's reference number
 - Body of the letter
 - Complementary close
 - Signature and designation
 - Enclosures
 - Copy marking
 - Initials of the dictator/typist
 - Postscript

Lecture 9-11

EXERCISE ON CORPORATE WRITINGS

OBJECTIVE:

These lectures will focus on enhancing the writing skills of students and will involve letter writing practice of different types of business letters.

CONTENTS:

- Types of Business Letters
 - Request letters
 - Good News letters
 - Bad News letters
 - Persuasive letters
 - Sales letters

- Meeting
 - Meaning
 - Importance
 - Types
 - Rules to be followed
 - Agenda
 - Minutes of Meeting

Lecture 12-13

EXERCISE ON CREATIVE WRITING

OBJECTIVE:

These lectures will focus on enhancing the writing skills of students and will involve report writing and notice writing practice of different types of business letters.

CONTENTS:

- Report writing
 - Importance of report
 - Types of business report
 - Short reports
 - Organization of a long report
- Notice writing
 - Notice Writing Format
 - Exercises on Notice Writing
- Circular Writing

Activities:

UNIT II

- Report writing Questions: Q 1-4
- Circular Writing Questions: Q 1-3

Lecture 14-15

EXERCISE ON WRITING FOR EMPLOYMENT

OBJECTIVE:

The lectures will help students write job application letters. A job application letter is a kind of sales letter, which, instead of promoting a product, seeks to sell the applicant's services. So, it is important to describe effectively and persuasively the services one can render.

CONTENTS:

- Job application
- Covering Letter
- Format of Curriculum Vitae / Resume
- Points to be noted while writing C.V.
- Resignation Letter
- Posting Letters

Activities:

UNIT II

- Practice Employment Letters: Q 4,5,6,7,9,11,13.

Unit III

DEVELOPING PROFESSIONALISM FOR INDIVIDUAL EXCELLENCE

Lecture 16-17

PRESENTING ONESELF PROFESSIONALLY

OBJECTIVE:

The objective of the lectures is to give students the practical aspect of communication while writing a summer project report.

CONTENTS:

- Introduction and Greetings
 - The Handshake
 - Hugs and kisses
 - Exchange of Visiting Cards
 - Art of Conversation
- Dressing and Grooming
 - Body Hygiene
 - Norms of Business dressing
 - Attire
 - Jewellery
 - Shoes
 - Other Accessories
- Office Etiquette
- Dining Etiquette
- Gifting in Business
 - Business Gifts

Lecture 18-22

MOCK INTERVIEWS

OBJECTIVE:

The lectures will help students face the interview sessions confidently and effectively by understanding the types of interviews and the factors to be kept in mind while preparing and giving the interviews

CONTENTS:

- Meaning
- Types of interviews
 - The Screening Interview
 - The Informational Interview
 - The Stress Interview
 - The Behavioral Interview
 - The Group Interview
 - The Follow-up Interview
- Preparation for Interview
 - Before
 - During
 - After

Activities:

Unit III

- Practice Mock Interview Questions: 1-41
- Conduct Mock Interviews for Marketing, Human Resource and Finance Specialization by calling Industry experts.

Unit IV

DEVELOPING SKILLS TO WORK IN TEAMS

Lecture: 23-24

CONFLICT RESOLUTION TECHNIQUES

- Conflict resolution
 - The fundamentals of conflict resolution
 - Managing and Resolving Conflict in a Positive Way
 - Healthy and unhealthy ways of managing and resolving conflict

- Successful conflict resolution Techniques
- Key conflict resolution skills
- Tips for managing and resolving conflict

Lecture 25-30

GROUP DISCUSSIONS

OBJECTIVE:

The lectures will help students understand how to communicate in a group and the importance of group discussion in enhancing team work.

CONTENTS:

- What is GD
- Personality traits observed in a GD:
 - Ability to work in a team.
 - Reasoning ability
 - Leadership skills
 - Initiative
 - Assertiveness
 - Flexibility
 - Creativity
 - Communication skills
 - Ability to think spontaneously

Activities:

Unit IV

Group Discussion Topics: 1-36