

20MBA101	INTRODUCTION TO BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The course on Introduction to Business provides a holistic view of organizations and their related information systems. It enables students to cope with the globalization, virtualization, and volatile competitive environment in which firms are seeking to reconstruct their organizational structures and establish new management architectures to transform from single autonomous entities into more open enterprises

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Evaluate the importance of Planning and Organising in an Enterprise
CO 2	Analyse the role of Staffing, formation of teams and performance
CO 3	Appraise the effectiveness of communication
CO 4	Inculcate the foundation of sound decision making
CO 5	Evaluate the means of control in an enterprise

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	2	2	1	3	1
CO 4	2	1	1	3	2
CO 5	2	3	2	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours



Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	:16 marks
Assignment/Quiz/Course project	:10 marks
Seminar and Discussion	:10 marks

Syllabus

Syllabus	
Module 1	<p><i>Introduction to Business & Management: Concept of Enterprise, Nature and Purpose of Business, Business Structure, Business & the Environment</i></p> <p>Concept of Management, Evolution of Management Thought, Functions of Management, Levels of Management, Management Skills</p> <p><i>Planning:</i> Objectives of Planning, Planning Process, Types of Plans, Three Levels of Strategy, Strategic Planning Process.</p> <p><i>Organizing:</i> Purpose of Organizing, Organization Structure - Formal and Informal Groups, Line and Staff Authority, Departmentation - Span of Control, Centralization and Decentralization</p>
Module 2	<p><i>Staffing:</i> Human Resource Planning, Recruitment, <i>Selection, Orientation, Training & Development</i>, Performance Management, Compensation, Employee Welfare</p> <p><i>Teams:</i> Formation of teams, Measuring Team Performance, Outperforming other teams</p>
Module 3	<p>Communication, Significance of Communication, Communication Process, Communication Flows, Barriers to Communication</p> <p><i>Oral Communication:</i> Meaning, Principles of successful Oral Communication, Reflection and Empathy: two sides of effective oral communication, Modes of Oral Communication, Listening as a Communication Skill.</p> <p><i>Written Communication:</i> Purpose of writing, Principles of effective writing, The 3X3 writing process for Business Communication: Pre writing, Writing, Revising, Electronic writing process, Business Letters, Reports and proposals.</p> <p><i>Meetings:</i> Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Meeting Documentation: Notice, Agenda, and Resolution & Minutes.</p> <p><i>Leadership Communication:</i> Elements of Effective Leadership Communication</p>
Module 4	<p><i>Basics of Decision Making:</i> Critical thinking and Creativity, Managerial Creativity, Techniques to enhance Creativity, Barriers to creativity, Decision making process, Types of decision making, Decision making tools and techniques, Individual and Group decision making and Conflict and Negotiation</p>
Module 5	<p><i>Controlling:</i> Importance of Controlling, Levels of Control, Types of Control – Budgetary & Non Budgetary</p> <p>Major Control Systems - <i>Financial Control, Budgetary Control, Quality Control, Inventory Control</i>, Management Information Systems</p> <p><i>Strategic Management:</i> Purpose of Strategic Management, Strategic Analysis, Strategic Choice, Strategy Implementation</p>
Text Book	
<p>1. Robbins, S. P. , Mary Coulter, Agna Fernandez, Management, <i>Pearson Prentice Hall (2019)</i>. Chaturvedi, P. D., &Chaturvedi, M., <i>The art and science of business communication: skills, concepts, and applications</i>. Pearson India Education Services(2017).</p>	



References and Suggested Readings

1. Hill, C. W., &McShane, S. L., *Principles of management*, McGraw-Hill/Irwin(2017).
2. Koontz, H., &Weihrich, H., *Essentials of management: an international, innovation, and leadership perspective*. McGraw-Hill Education(2015).
3. Tripathi, P. C., & Reddy, P. N., . *Principles of Management*, Tata McGraw Hill, New Delhi (2017)

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO BUSINESS	
1.1	Management – Concepts, Evolution, Functions, Levels, Skills	3 Hours
1.2	<i>Planning</i> : Objectives, Process, Types of Plans, Three Levels of Strategy, Strategic Planning Process.	2 Hours
1.3	<i>Organizing</i> : Purpose, Organization Structure, Line and Staff Authority, Departmentation	2 Hours
2	STAFFING AND LEADING	
2.1	Staffing: Human Resource Planning, Recruitment, <i>Selection, Orientation, Training & Development</i> ,	2 Hours
2.2	Performance Management, Compensation, Employee Welfare	2 Hours
2.3	Formation of Teams, Team Performance, Outperforming other teams	3 Hours
3	COMMUNICATION	
3.1	Oral Communication	2 Hours
3.2	Written Communication	2 Hours
3.3	Meetings	1 Hours
3.4	Elements of Effective Leadership Communication	2 Hours
4	BASICS TO DECISION MAKING	
4.1	Creativity	2 Hours
4.2	Decision Making Tools and Techniques	3 Hours
4.3	Negotiation and Conflict	3 Hours
5	CONTROLLING AND STRATEGIC MANAGEMENT	
5.1	Controlling – Importance, Levels, Types	2 Hours
5.2	Control Systems	3 Hours
5.3	Strategic Management and Strategic Analysis	2 Hours



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA101 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA101 Introduction to Business

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. List down the various modes of control in an enterprise.
2. State the functionality of staffing in the modern-day enterprise.
3. Describe the prerequisites for effective oral communication.
4. Relate creativity to decision making.
5. Elucidate the need for Organizing.

(5x2 marks = 10 marks)

Part B

Answer any three questions. Each question carries 10 marks

6. Describe the control systems employed in an enterprise.
7. Enumerate the barriers to effective communication
8. Demonstrate the fundamentals of effective writing skills and organising meetings.
9. Appraise the role of strategic elements in an enterprise.
10. Compare and Contrast the Leadership Theories.

(3x10 marks = 30 marks)

Part C

Compulsory questions (20 marks)

11. Read the case given below and answer the questions given at the end of the case.

Nike's Mission, Vision And Values Changed In Relation To CR Since The Early 1990s

The report in the year of 1991 revealed the abusive labor practices involved in the manufacturing process of the various products of Nike. This led to a long-lasting negativity against the brand image for including poor labor practices in the manufacturing processes being run in the factories present in the foreign countries. During the years of 1991-1996, there were a number of

exposing, reports and revelations on the poor working condition and illegal activities by the contractors of the organization. This led the organization to lose its credibility in the market. The brand image was hurt very badly and caused the sales to go down drastically. This, in turn, led to the poor performance of the organization in the corresponding market of operation, which led the organization to lose its market shares in the corresponding market of operation. This, in turn, made the management of the organization realize the value of corporate social responsibilities of the organization in gaining and maintaining high performance in the market. This led the organization to the creation of the non-profit organization tasked with the auditing of the workplaces of Nike and other organization operating in the same industry. Nike started publishing lists containing all of its contractors every year, which revealed the various working standards and conditions followed by these contractors. Nike also published a report every year containing the working conditions, labor practices and wage details of all of its workplaces. Over the years of these activities, the management of Nike included the publications of these reports and audit data as part of its corporate social responsibilities. The management also started to include the CSR activities as one of the most important modules of the business model and business strategy of the organization. The organization has also ensured that it carries out the required corporate social responsibilities to develop and enhance the societies present in the markets of operation.

Questions:

- a) Assess the Strategic Analysis made by Nike owing to its negative brand image including poor labour practices. (10 Marks)
- b) Discuss how Nike implemented the Strategic Choice in the context of the Case.(10 Marks)



20MBA103	QUANTITATIVE TECHNIQUES FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		Core Theory	4	0	0	4

Preamble: This subject aims to familiarize the students with modern business & and apply statistical techniques for arriving at sound management decisions. On completion of this course, students would acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations. Course also helps in identifying and establishing relationships between real life variables using tools like correlation, regression, time series analysis, probability distributions and fundamentals of hypothesis testing

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Examine the basics of descriptive statistics for managers
CO 2	Identify the practical applications of probability theory
CO 3	Solve business problems with the help of fundamental statistical and theoretical backgrounds
CO 4	Formulate various testing methods using statistical backgrounds in business problems for managerial decision making
CO 5	Determine the suitability of using correlation and regression analysis in solving business problems

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	1	2	1
CO 3	3	3	1	3	1
CO 4	3	3	2	2	1
CO 5	3	3	2	2	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Class Participation and Attendance	: 4 marks
Tests	: 16 marks
Seminar and Discussion	: 10 marks
Assignment/class work	: 10 marks

Syllabus

Module 1	Introduction to Statistics: Meaning and Definition, functions, scope and limitations. Descriptive Statistics: Collection and presentation of data: Methods of data collection, Data presentation using tables & charts, Frequency distribution. Measures of central tendency - Mean, Median, Mode. Measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation. Absolute & relative measures, Measures of Variation :Range, Inter-quartile range, Mean Deviation, Standard deviation and variance
Module 2	Probability : Concept of probability and its uses in business decision-making; Random Variables: : Random experiment – outcomes - sample space and events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes' theorem
Module 3	Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques, Sampling Errors, Sampling Distribution of mean and proportion Hypothesis Testing: Formulation of Hypotheses; Application of Z-test, t-test, F-test.
Module 4	Chi-Square test for several proportions, association of attributes – goodness of fit test One way & two way ANOVA for testing the difference of means of more than two samples. Time Series Analysis: Components of Time Series, Techniques of measuring seasonal variations – Simple Average Method, Moving Averages Method. Least Square Method of Trend Analysis, Applications of Time Series in Business Forecasting.



Module 5	Correlation Analysis: Types of Correlation, Methods of Studying Correlation: Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Concurrent deviation method Regression analysis: Regression lines, Regression equations, Coefficient of Determination & Estimation (Theory Only). Multiple Regression (Theory Only)
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Text Books

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, New Delhi 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012

Reference Books

1. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for Business and Economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. J.K. Sharma, Business Statistics, Vikas Publishing House Pvt Ltd, Noida, 2019
4. C.R. Kothari, Quantitative Techniques, Vikas Publishing House Pvt. Ltd, 2013

Course Contents and Lecture Schedule

No	Topic	No. of Lectures 1lecture=1 hr
1	Statistics	
1.1	Introduction to Statistics	2
1.2	Measures of Central Tendency	4
1.3	Measures of Variation	4
2	Probability	
2.1	Introduction, Addition and Multiplication theorems	3
2.2	Bayes theorem	3
2.3	Binomial, Poisson and Normal distributions	4
3	Sampling	
3.1	Introduction	2
3.2	Sampling distribution of mean and proportion	4
3.3	Hypothesis testing- z test, t test and F test	4
4	Testing and Analysis	
4.1	Chi square test	3
4.2	One way and two way ANOVA	3
4.3	Time series Analysis	3
5	Statistical Analysis	
5.1	Correlation analysis	3
5.2	Regression analysis	3
5.3	Interpretation and Theory	3



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA103 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question paper

APJ ABDULKALAM TECHNOLOGICAL UNIVERSITY FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA103 QUANTITATIVE TECHNIQUES FOR MANAGERS

Max. Marks: 60

Duration: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. It was found in a survey that 80 persons, who had salary income of Rs 12,790 per month, were also earning income from other sources which averaged at Rs 1160 per month. If the average tax paid by these persons amounts to Rs 380, calculate the mean net income of the persons
2. The probability that a customer entering a shopping mall during a discount sale will buy a refrigerator or a TV set is 0.32. If the probability of a customer to buy a refrigerator is 0.21 and that of buying a TV set is 0.16, identify the probability that the customer will buy both refrigerator and a TV set?
3. Describe Sampling errors
4. Discuss the steps in one way Anova
5. Explain the Coefficient of Determination

(5x2 marks = 10 marks)

Part B

Answer any three questions. Each question carries 10 marks

6. A sample of 100 ball bearings was taken from the production of a machine. The distribution of the measurements of their diameters is as given below. Calculate Mean, Standard Deviation and Co-efficient of Variation

Di Diameter (cms)	No No. of ball bearings
0.162-0.164	2
0.164-0.166	6
0.166-0.168	18
0.168-0.170	40
0.170-0.172	28
0.172-0.174	4
0.174-0.176	2

7. A set of 8 identical coins is tossed 512 times and the following results obtained

No. of heads	0	1	2	3	4	5	6	7	8
No. Of throws	1	19	49	110	134	119	52	25	3

It is not known if the coins are unbiased. Using the given information, fit a binomial distribution to this distribution

8. A random sample of 12 sales invoices is selected. The amounts of the 12 invoices are given
108.98 152.22 111.45 110.59 127.46 107.26 93.32 91.97 111.56 75.71 128.58
135.11

Test whether there is evidence to prove that the mean amount differs from the long term mean of Rs 120/-

9. The following data relates to the tourist arrivals during 2010 to 2016 in India. Fit a straight line trend by the method of least squares and estimate the number of tourists that would arrive in the year 2020

Year	2010	2011	2012	2013	2014	2015	2016
Tourist arrival(in millions)	18	20	23	25	24	28	30

10. The following Data give the ages and blood pressure of women
Age: 56 42 36 47 49 42 60 72 63 55
BP: 147 125 118 128 145 140 155 160 149 150
Find the correlation coefficient between age and BP

(3x10 marks = 30 marks)

Part C

Compulsory question, the question carries 10 marks each

11 a. A brand manager is concerned about a brands market share across country. The results of a survey conducted are given

Survey result	North	South	East	West	Total
Consumers who purchase the brand	45	55	45	50	195
Consumers who do not purchase the brand	60	45	55	50	210

Check at $\alpha=0.05$, whether the share of brand is uniform across four regions

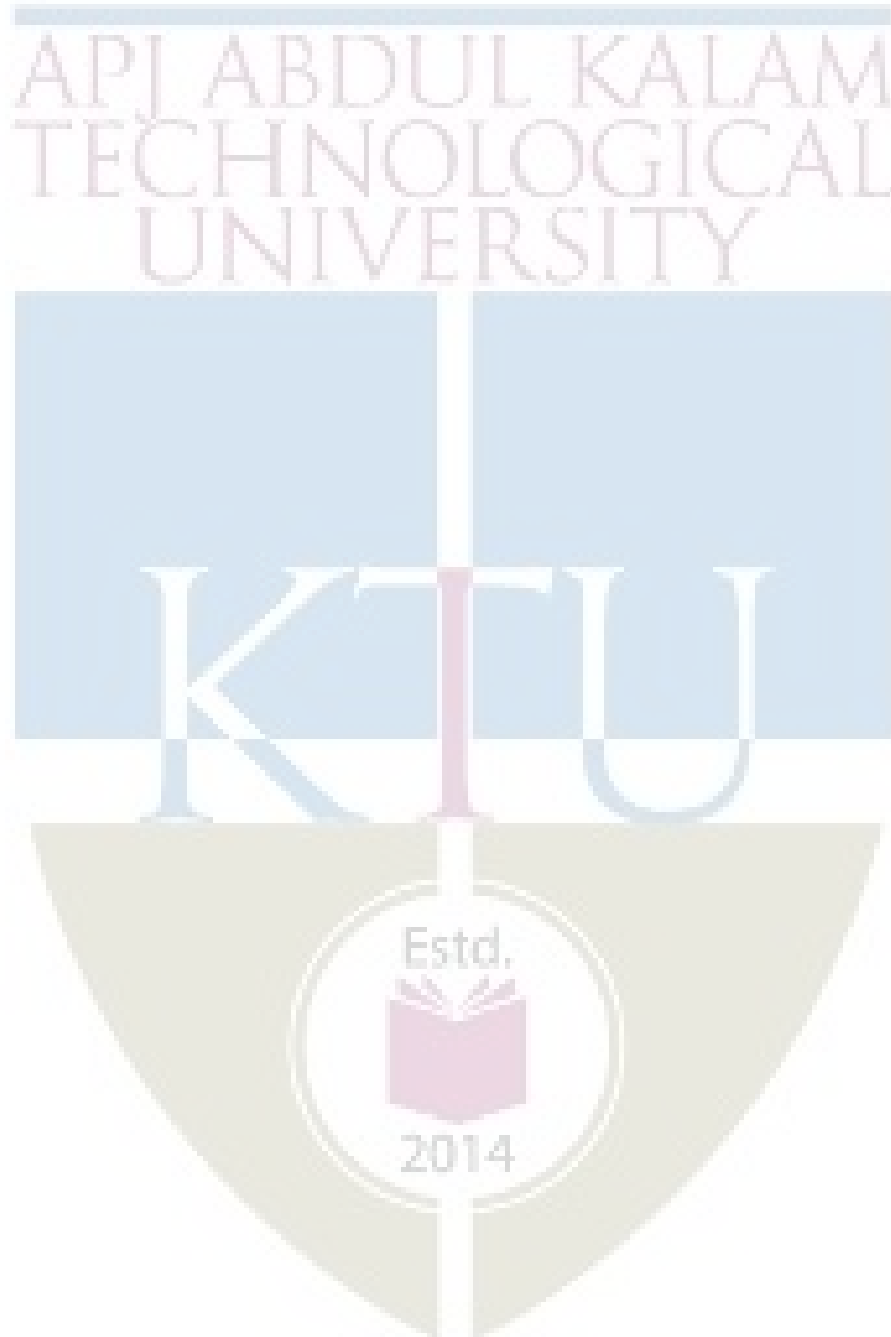
11 b. The following table gives the aptitude test scores and productivity indices of 10 workers selected at random

Aptitude score: 60 62 65 70 72 48 53 73 65 82

Productivity index: 68 60 62 80 85 40 52 62 60 81

Calculate the two regression equation and estimate

1. The productivity index of a worker whose test score is 92
2. The test score of a worker whose productivity index is 75.



20MBA105	ORGANIZATIONAL BEHAVIOUR	CATEGORY	L	T	P	CREDIT
		THEORY	3	0	0	3

Preamble

The objective of the course is to impart expert knowledge about basic theories, models and principles of Organizational Behavior and to equip students to apply the same in industry. On completion of the course, the students are expected to improve their team building, decision making and leadership skills for making meaningful contribution to industry, government and society.

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand nature, evolution and approaches to organizational behaviour
CO 2	Analyse individual differences and to change others behaviour through the process of perception, personality, learning and motivation
CO 3	Develop team building and leadership skills
CO 4	Apply conflict management techniques for improved problem solving and better interpersonal relations
CO 5	Enhance individual and organizational productivity through managing stress, culture and change

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	2	2	2
CO 2	3	3	3	2	3
CO 3	3	3	3	2	3
CO 4	3	3	2	2	3
CO 5	3	2	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	20	20	20
Understand	20	20	20
Apply	20	20	20
Analyse	20	20	20
Evaluate	10	10	10
Create	10	10	10



Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance: 4 marks

Continuous Assessment Test (2 numbers):16 marks

Assignment/Quiz/Course project: 10 marks

Seminar and Discussion: 10 marks

Syllabus

Module 1	Organizational behaviour-nature, assumptions, history; Disciplines contributing to OB - Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science; Approaches to the study of OB - Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach; Challenges and Opportunities of OB - Limitations of Organizational Behaviour
Module 2	Individual differences and work behaviour - Why individual differences are important; Personality - Sources of personality differences, Personality structure, Personality and Behaviour; The nature of Employee Attitudes, Effects of Employee Attitudes, Job satisfaction, Organizational citizenship behaviour, Changing Employee Attitudes. Perceptions, Attributions and Emotions - The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence Learning- operant conditioning, classical conditioning, social learning theory, Principles of Learning - Motivation - Concept of Motivation, Content approaches, Process approaches, Motivation and psychological contract
Module 3	Group-importance – group development- group structure - teams -Formal Organization and Informal Groups and their interaction; Developing high performance teams - turning individuals into team players developing interpersonal awareness - Johari Window- Transactional Analysis - leadership – theories,
Module 4	Power-concept, bases of power; Organizational politics, consequences of political behaviour - Conflict Management: Different views of conflict - conflict process - levels of conflict – Constructive and Destructive conflict - Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies
Module 5	Organizational Culture – Creating and sustaining culture – Impacts of globalization on organizational culture; Approaches to Managing organizational change –Creating a culture for change; Frustration, Work stress and its management - Stress model, Burnout Work stressors, Stress outcomes, Stress moderators, Stress prevention and management



Text Books

1. Stephan P. Robbins, Timothy A. Judge and Neharika Vohra, Organisational Behaviour, Pearson , 18th edition, 2018.

Reference Books

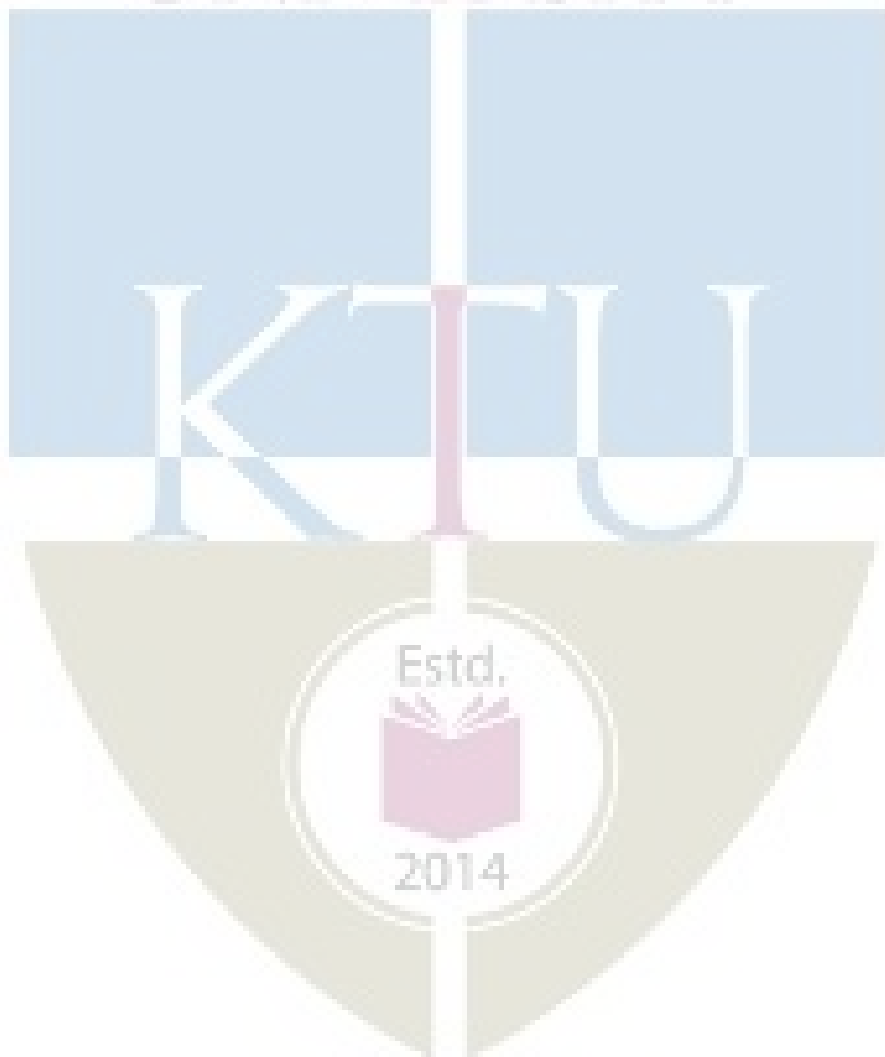
2. Jerald Greenberg, Behaviour in organizations, Tenth Edition, PHI
3. Udai Pareek, Understanding Organizational Behaviour, Oxford Higher Education
4. McShane, Steven Lattimore, Mara Olekalns and Tony Travaglioni. Organizational Behavior: Emerging Knowledge, Global Insights. McGraw Hill, 4th edition 2012.
5. John Ivancevich, Robert Konopaske, Michael Matteson, *Organizational Behavior & Management*, McGraw – Hill, 10th Edition, 2013

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
Module-1		
1.1	Organizational behaviour-nature, assumptions, history	2
1.2	Disciplines contributing to OB	2
1.3	Approaches to the study of OB	2
1.4	Challenges, Opportunities and limitations of OB	1
Module-2		
2.1	Individual differences and work behaviour	2
2.2	Personality	2
2.3	Employee Attitudes	1
2.4	Perceptual process	1
2.5	Learning theories	2
2.6	Motivation- Content and process approaches,	2
Module-3		
3.1	Group-importance – group development- group structure	1
3.2	Developing high performance teams - turning individuals into team players	2
3.3	Developing interpersonal awareness - Johari Window- Transactional Analysis -	1
3.4	Leadership – theories	2
Module-4		
4.1	Power-concept, bases of power	2
4.2	Organizational politics, consequences of political behaviour - -	1
4.3	Conflict Management: Different views of conflict - conflict process - levels of conflict – Constructive and Destructive conflict	2
4.4	Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies	2



Module-5		
5.1	Organizational Culture – Creating and sustaining culture – Impacts of globalization on organizational culture	1
5.2	Approaches to Managing organizational change –Creating a culture for change	2
5.3	Frustration, ,Work stress and its management - Stress model, Burnout Work stressors, Stress outcomes	1
5.4	Stress moderators, Stress prevention and management	2



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA105 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question Paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA105 Organizational Behaviour

Max. Marks: 60

Duration: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. Discuss about challenges of organizational behavior
2. Explain impression management
3. Team efficacy determines team effectiveness. Substantiate
4. Differentiate constructive and destructive conflict
5. List out any two features of organizational culture

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. Explain the different approaches to organizational behavior
7. Elaborate the concept personality. Discuss about any two instruments used for assessing personality
8. Discuss the different stages of group development
9. Illustrate the conflict resolution strategies
10. Discuss any two approaches to manage organizational change

(3x10 marks = 30 marks)

Part C

Compulsory question. the question carries 20 marks

11. Henry Arnold is the Vice President of manufacturing and operations of a medium-size pharmaceutical firm in the Midwest. Arnold has a PhD in Chemistry but has not been directly involved in research and new product development for twenty years. From the “school of hard knocks” when it comes to managing operations Arnold runs a “tight ship”. The company does not have a turnover problem, but it is obvious to Arnold and other key management personnel that the employees are only putting in their eight hours a day. They are not working anywhere near their full potential. Arnold is very upset with the situation because, with rising costs, the only way the company can continue to prosper is to increase the productivity of its employees.

Arnold called the human resources manager Larry Adams, and laid it on the line, “What is wrong with our people? Your wage surveys show that we pay near the top in this region, our conditions are tremendous and our fringes are also good. Yet these people still are not motivated. What in this world do they want?” Adams replied, “I have told you and the President time after time that money, conditions, and benefits are not enough. Employees also need other things to motivate them. Also, I have been conducting some random confidential interviews with some of our employees and they tell me that they are very disheartened because, no matter how hard they work, they get the same pay and opportunities for advancement as their co-workers who are just scrapping by.” Arnold replied, “Okay, you are the motivation expert. What do we do about it? We have to increase their performance.”

Questions:

1. Explain the motivation problem in the organization in terms of the content models of Maslow and Herzberg. (7)
2. On the basis of the responses during the confidential interview, what do you think are the expectations of employees in the company? (7)
3. Discuss the personality traits of the vice president, Henry Arnold. (6)

(20 marks)

20MBA107	BUSINESS ECONOMICS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Preamble: The course on Business Economics helps the students to comprehend the Concepts of Economics to aid managerial decision making. The course equips students to apply Laws of Supply and Demand in various Market Conditions, delineate the Features of Production and Cost Curve in the Short Term and Long Term Perspective, appraise Market Structure, analyze the Impact of Monetary and Fiscal Policies on Business Decision Making and decipher Pricing strategies in Small and Large Organizations.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the importance of Economics in Business Decisions.
CO 2	Analyse the Demand and Demand Elasticity in varying market conditions.
CO 3	Appraise the Production and Cost Curve in the Short Run and Long Run.
CO 4	Explain Price and Output determination in different Market Structures
CO 5	Evaluate the impact of Monetary Policy Measures and Fiscal Policy Measures and Pricing Strategies of Small and Large Business Firms.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours



Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	:16 marks
Assignment/Quiz/Course project	:10 marks
Seminar and Discussion	:10 marks

APJ ABDUL KALAM TECHNOLOGICAL

Syllabus	
Module 1	INTRODUCTION TO ECONOMICS– Concept of Economics and Business Economics, Micro Economics and Macro Economics, Fundamental concepts in economics that aid decision making: Incremental Principle, Concept of Cost, Discounting Principle, Time Concept, Concept of Inflation –Types and impact of inflation. Equi-Marginal Principle (12 Hours)
Module 2	DEMAND ANALYSIS AND FORECASTING – EQUILIBRIUM OF CONSUMER - Demand Analysis – Types of Demand – Law of Demand & its Exceptions - Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Advertisement Elasticity - Applications of the concept of Elasticity -- Demand Forecasting – An overview of Forecasting Techniques – Statistical & Non-Statistical Methods- Analysis of Consumer Equilibrium under Cardinal Utility Analysis –Law of equi-marginal utility – Consumer behaviour under Ordinal Utility analysis -Indifference Curve Analysis(12 Hours)
Module 3	SUPPLY & PRODUCTION- Law of Supply and Factors Influencing Supply - Theory of Production – Production function, Production function with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Isoquants – Isoclines, Collusive oligopoly (Cartels, Price leadership)-Producers’ Equilibrium, Economies of Scale – Types – Economies of Scope ,-Theory of Costs – Classification of Costs – Determinants of Cost - Short Run & Long Run Cost Curves – Graphical Presentation - Revenue Curves (12 Hours)
Module 4	MARKET STRUCTURE - Classification of Markets – Markets based on Competition - Theory of Firm – Profit Maximization Rules - Price & Output Determination under Perfect Competition -Price & Output Determination under Monopoly - Price & Output Determination under Monopolistic Competition - Price & Output Determination under Oligopoly – Kinked Demand curve model only (12 Hours)
Module 5	5A: MONETARY POLICY AND FISCAL POLICY – Business Cycle-Phase of Business Cycle-Concept of Inflation-Types and impact of inflation-Monetary Policy Measures and Challenges of Monetary Policy Measures – Fiscal Policy Measures and Challenges of Fiscal Policy Measures 5B: PRICING PRACTICES & STRATEGIES - Factors affecting Price Determination – Pricing Strategies – Cost Oriented Pricing and Competition Oriented Pricing - Pricing in large enterprises – Pricing in small business. ((12 Hours)



Text Book
1. Mote V.L., Paul Samuel, Gupta G.S. – Managerial Economics – TMH New Delhi 2. Keat, Yong, & Banarjee – Managerial Economics: Economic Tools for Today’s Decision Makers – Pearson. 3. Dwivedi D.N – Managerial Economics – Vikas Publications
References and Suggested Readings
1. Pearson & Lewis – Managerial Economics – Prentice Hall, New Delhi 2. P.L. Mehta – Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons (ISBN 81-7014-386-1) 3. Gregory Mankiw – Principles of Micro Economics – South Western Cengage Learning 4. Pindyck, Rubinfeld – Micro Economics – Pearson 5. Gupta G.S. – Managerial Economics – TMH New Delhi 6. Homas, Maurice – Managerial Economics – Tata McGraw Hill

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO ECONOMICS	
1.1	Enumerate the nature of Business Economics	2 Hours
1.2	Interpret the fundamental concepts in Business Economics	3 Hours
1.3	Compare Micro Economics and Macro Economics	3 Hours
2	DEMAND ANALYSIS AND FORECASTING – EQUILIBRIUM OF CONSUMER	
2.1	State the Factors affecting Demand	3 Hours
2.2	Illustrate the Demand Forecasting Techniques	3 Hours
2.3	Compare and Contrast the Types of Demand Elasticity	3 Hours
3	SUPPLY & PRODUCTION	
3.1	Enumerate the factors influencing Supply	3 Hours
3.2	Describe the Production Function.	3 Hours
3.3	Demonstrate the Production Cost Curve in the Short Run and Long Run.	3 Hours
4	MARKET STRUCTURE	
4.1	Relate the Market Structures.	3 Hours
4.2	Application of Theory of the Firm and Profit Maximisation Rules.	4 Hours
4.3	Appraise the Price and Output Determination in different Market Structures	4 Hours
5	MONETARY POLICY, FISCAL POLICY AND PRICING STRATEGIES	
5.1	List down the various Monetary Policy Measures and Fiscal Policy Measures.	3 Hours
5.2	Describe the Pricing Strategies	4 Hours
5.3	Appraise the Pricing Strategies in Small Firms and Large Firms	4 Hours



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA107 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question paper

**APJ ABDULKALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION**

20MBA107 Business Economics

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Discuss any four uses of economics in business decisions.
2. Illustrate the law of demand with a diagram.
3. Compare Iso-Quant and Iso-Cost lines.
4. Distinguish between perfect and imperfect market structure
5. Discuss the challenges of monetary policy measures.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Appraise the fundamental concepts in managerial economics that aid managerial decision making
7. Review the different demand forecasting techniques.
8. Elaborate the production function in the short run and long run and its practical applications.
9. Examine the price and output determination in monopoly market structure.
10. Explain the factors affecting price determination. Elaborate different pricing strategies.

(3x10 marks = 30 marks)

PART C

Compulsory. Answer *all* the questions. This part carries 20 marks

11. Academic and popular discussions of inflation have increasingly emphasized institutional arrangements and social conventions. Terms like “wage drift”, “cost-push”, “monopolypricing” and “relative shares” appear frequently and often dominate discussions of inflation. Policies to prevent inflation, increasingly, look to control of individual price changes, particularly money wages and the money process of the products produced by large corporations, as means of preventing a rise in the generic price well.

- a) Explain the importance of monetary and fiscal policies.(5 marks)
- b) Give four instruments under monetary policy.(5 marks)
- c) Explain how open market operations function under monetary policy.(5 marks)
- d) Can inflation be controlled under monetary policy? Substantiate your answer. (5 marks)

20MBA109	Information Systems for Managers	CATEGORY	L	T	P	CREDIT
		Core Theory	3	0	0	3

Preamble:

The primary objective of this course is to familiarize the students with the concept of information systems in organizations. It provides the students an overview of the various business applications of IT. Enterprise IT systems such as ERP, SCM, CRM etc. are explored which gives the student an understanding of how a manager gets information in the core areas of Management with the help of Information Technology in an organization. The students will get familiar with related concepts of Management Information Systems such as IT Strategy, E-commerce, Business Process Integration with IT, Decision Support Systems, Managing IT Function and Ethical and security issues in the networked world.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Demonstrate familiarity with the basic concepts of information systems
CO 2	Identify database models and explain the concept of informed decision-making
CO 3	Appraise the integration of business processes with IT
CO 4	Apply data and information concepts in enterprise business processes
CO 5	Analyse the information security and ethical issues in modern IT environments and methods of tackling them

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	2	2
CO 2	3	3	1	3	2
CO 3	3	2	2	3	3
CO 4	2	3	3	3	3
CO 5	3	2	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	:16 marks
Assignment/Quiz/Course project	:10 marks
Seminar and Discussion	:10 marks

Syllabus

Module 1	<p>Organizations and Information systems (8 hours) Information systems in modern organizations-Types of IS- roles of IS-Managerial Challenges of IT-Components of IS- Strategic use of IT-Value chain and strategic IS- using IT for creating strategic advantage for business-trends in MIS- e-business-e-commerce models, successful e-commerce companies-impact of IT on business-casestudy</p>
Module 2	<p>Data and Information (8 hours) Data and information – data management and security - database concepts-basicarchitecture-DataWarehouses-datamininguses-informationas a resource - information in organizational functions - types of informationsystems- management information systems - decision making with MIS - communication in organisations - types of communication - decision making with communication technology.</p>
Module 3	<p>Competing and Integrating with IT (9 hours) Competitive environment of business - IT strategy - information systems and competitive strategy - value chain -role of CIO - information system's plan - technology updates - Business processes - Business Process Integration - Business Process Re-engineering (BPR) – BPR versus continuous improvement - Motivation for Enterprise Systems - Enterprise wide systems - E-Business Applications and E-governance</p>
Module 4	<p>Enterprise Systems (12 hours) Supply Chain Management Systems - Customer Relationships Management Systems - Challenges of Enterprise Systems Implementation - Managing the implementation – ERP systems-benefits and challenges-International Information Systems - Outsourcing and off-shoring - Decision Support Systems - OLAP, Geographic Information and Data Visualization Systems, visualization techniques, dash boards, DSS software packages MIS and DSS - Decision making - types of decisions - Analytics and Business Intelligence. AI technologies in business,business applications of AI-Expert systems:components,benefits</p>
Module 5	<p>Module 5:Managing Security and ethical issues in IT (8 hours) Security and ethical challeges: IT security, ethics and society,ethical responsibility of business professionals,cyber crime:hacking and cracking,cyber theft,cyber terrorism, Unauthorized use, software piracy,theft of IP,computer virus,adware and spyware,privacy issues,health issues, societal issues-cyber security and cryptography:security management tools, cryptographic keys, encryption, firewalls-Denial of service attacks,e-mail monitoring,virus defenses,other security measures-system controls and audits: information system controls,auditing IT security-Block chain technology:how it works, features,business applications</p>



Text Book

1. Laudon and Laudon, Information Systems for Digital Economy, Pearson, 13th Edition
2. O'Brien, James and George Markas. *Management Information Systems(10/e)*. McGraw Hill (2010). Author, "Title", Publisher, edition, Year.
2. Pearson, K. E., Saunders, C. S., & Galletta, D. F. *Managing and using information systems: A strategic approach*. John Wiley & Sons(2019).

References and Suggested Readings

1. Patel, S., & Patt, Y. *Introduction to Computing Systems: from bits & gates to C & beyond*. McGraw-Hill Professional(2019).
2. Lemahieu, W., vandenBroucke, S., & Baesens, B. *Principles of Database Management: The Practical Guide to Storing, Managing and Analyzing Big and Small Data*. Cambridge University Press(2018).
3. Gray, H., Issa, T., Pye, G., & Troshani, I. *Management Information Systems, 1st Australasian Edition*. John Wiley & Sons(2016).
4. Beynon-Davies, P. *Information Systems Development: an introduction to information systems engineering*. Macmillan International (2016).
5. Ferreira, D. R. *Enterprise Systems Integration*. Springer-Verlag Berlin(2016)

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Organizations and Information systems	
1.1	Role and Types of IS in organizations	2
1.2	Challenges for managers	2
1.3	e-commerce models	3
2	Data and Information	
2.1	Data base concepts and models	3
2.2	Data warehouse and mining	2
2.3	Decision making with MIS	2
3	Competing and Integrating with IT	
3.1	Information system and competitive strategy	2
3.2	Business Process Integration	2
3.3	Enterprise wide systems	3
4	Enterprise Systems	
4.1	SCM, CRM	3
4.2	ERP	3
4.3	Business Analytics and DSS	2
5	Managing Security and ethical issues in IT	
5.1	Modern IT environment	3
5.2	Security issues and tools for managing	2
5.3	Ethical and societal issues in IT	2



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA109 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question paper

APJ ABDULKALAM TECHNOLOGICAL UNIVERSITY FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA109 Information Systems for Managers

Max . Marks – 60

Duration-3 hours

Part A

Answer all questions. Each question carries 2 marks.

1. Identify the components of an Information system
2. Point out some of the current trends in data base management
3. Distinguish between the different cyber crimes
4. Identify the role of information as a resource in enterprises
5. Explain the motivation for enterprise systems

(5 X 2 marks = 10 marks)

Part B

Answer any three questions. Each question carries 10 marks

6. Classify the information systems in enterprises and identify the purpose of each
7. Explain the benefits and challenges in implementing SCM systems
8. Demonstrate the relationship between information systems and competitive strategy
9. Generalize the database models
10. Classify the various threats to information security in enterprises and suggest ways of mitigating them

(3 X 10 marks = 30 marks)

Part C

Compulsory question, the question carries 20 Marks

11. a) Evaluate the tools of security management.(10 marks)
b) Explain how cryptography is used to ensure data security(10 marks)

Estd.



2014

20MBA111	ACCOUNTING FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Preamble: To familiarize the students with the accounting practices and to develop analytical and interpretative skills necessary to take decisions from a Managerial perspective.

Prerequisite: None

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand the financial transactions, Accounting concepts and principles.
CO 2	Examine and prepare the financial statements of a company.
CO 3	Analysis and comparison of financial statements.
CO 4	Assess performance of a company using various techniques of Management Accounting
CO 5	Analyze performance of a company using various techniques of cost Accounting

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	2
CO 2	3	3	2	3	2
CO 3	3	3	2	3	2
CO 4	3	3	3	3	2
CO 5	3	3	3	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance/ class participation	: 4 marks
Continuous Assessment Test (2 numbers)	:16 marks
Assignment/Quiz/Course project	:10 marks
Seminar and Discussion	:10 marks

Syllabus

Module	Topic
1	Accounting-Types of accounting (Theory)- concepts and Conventions - GAAP- -accounting standards-IFRS.- Financial accounting process - Journal-ledger-Trial balance- trading, profit and loss account and balance sheet(Sole proprietorship).
2	Company accounts-features- legal significance -Auditing- Income statement and balance sheet (preparation) -EPS-DPS- profit prior to incorporation – depreciation –Fictitious assets.
3	Management Accounting: Need and Importance - Types of Financial Analysis- Techniques of financial Analysis - Inter and Intra firm – Analysis and Interpretation of Common Size Statement, Comparative Statements and Trend Analysis (Problems) Ratio Analysis:- Significance,-Types and Classification - Analysis and Interpretation of Profitability, Liquidity, Solvency, Leverage, Turnover and Stock Market Ratios (Problems)
4	<i>Funds Flow Statement:</i> Fund and flow of fund– Concept of Gross and Net Working Capital – Flow of Funds – Schedule of changes in Working Capital- funds from operation- Preparation of fund flow statement – analysis and interpretation. <i>Cash Flow Statement:-</i> cash and non-cash transactions - flow of cash – Cash from operation, Preparation of Cash Flow Statement and its analysis and interpretation.
5	<i>Cost Accounting:-</i> Cost –ClassificationandElementsofCost, costing- Objective –methods and Technique Costing, cost - PreparationofCost Sheet. Standard costing-variance analysis.-material,labour and overhead . <i>Marginal Costing-</i> Marginal Cost, Marginal Costing, Managerial Applications of Marginal Costing, CVP Analysis, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety.



Text Books

1. Dearden J. and Bhattacharya S. K. *Accounting for Management – Text and cases 3rd edition*, Vikas Publishing House, New Delhi (2015)
2. Charles T. Horngren, Gary L. Sundem, William O. Stratton, Dave Burgstahler, Jeff Schatzberg, *Introduction to Management Accounting*, 14/e, Pearson Prentice Hall, 2008
3. Gupta R. L. and Radhaswamy M., *Advanced Accounting*, Sultan Chand Publishers, New Delhi
4. Maheshwari S. N., *Accounting for Management*, 3/e, Vikas Publishing House, New Delhi, 2012

Reference Books

1. Jain S. P. and Narang K. L., *Advanced Cost Accounting*, Kalyani Publishers, New Delhi
2. Shashi K. Gupta and R. K. Sharma, *Management Accounting*, Kalyani Publishers, New Delhi
3. R. Narayanaswamy, *Financial Accounting: A Managerial Perspective* (2014), PHI Learnings (P) Ltd.
4. Robert N. Anthony, David Hawkins, Kenneth Merchant, Robert Anthony, *Accounting: Texts and Cases* (11th Edition) Mc Graw Hill Education, (P) Ltd.
5. Anthony R. N. and Reece J. S.: *Accounting Principles*
6. Heitger L. E. & Matulich Serge: *Financial Accounting*
7. Gupta R. L. *Advanced Accounting*
8. Jain S. P. & Narang K. L. *Advanced Accountancy*
9. Nair N B. *Advanced Accountancy ñ Volume I & II* 6
10. Charles T. Horngren: *Principles of Financial and Management Accounting*
11. Bhattacharya S K and Dearden J. *Accounting for Management - Text and Cases*
12. Hingorani N. L. and Ramanathan A R. *Management Accounting*
13. B K Bhar. *Cost Accounting ñ Methods and Problems*
14. S P Gupta. *Management accounting*
15. Charles T Horngren and others. *Cost Accounting - A Managerial Emphasis*
Khan M Y & Jain P K. *Management Accounting*



Course Content and Lecture Schedule

No	Topic	No. of Lectures
1	Module 1	
1.1	Accounting-Types of accounting Financial accounting process, concepts and Conventions -GAAP	2
1.2	accounting standards-IFRS- Journal-ledger	2
1.3	Trial balance- trading, profit and loss account and balance sheet	2
2	Module 2	
2.1	Company accounts-features- legal significance -Auditing-	2
2.2	Income statement and balance sheet -	2
2.3	EPS-DPS- profit prior to incorporation –depreciation –Fictitious assets	3
3	Module 3	
3.1	Types of Financial Analysis- Techniques of financial Analysis - Inter and Intra firm – Analysis and Interpretation of Common Size Statement, Comparative Statements and Trend Analysis	2
3.2	Ratio Analysis:- Significance-,Types and Classification - Analysis and Interpretation of Profitability, Liquidity, Solvency,	3
3.3	Leverage, Turnover and Stock Market Ratios, Balance sheet from ratios	3
4	Module 4	
4.1	Fund and flow of fund– Concept of Gross and Net Working Capital – Flow of Funds – Schedule of changes in Working Capital.	2
4.2	Funds from operation- Preparation of fund flow statement – analysis and interpretation.	3
4.3	cash and non-cash transactions - flow of cash – Cash from operation, Preparation of Cash Flow Statement and its analysis and interpretation	3
5	Module 5	
5.1	Cost –ClassificationandElementsofCost, costing- Objective –methods and Technique Costing, cost - PreparationofCost Sheet.	2
5.2	Standard costing-variance analysis.-material,labour and overhead . <i>Marginal Costing</i> - Marginal Cost, Marginal Costing, Managerial Applications of Marginal Costing.	3
5.3	CVP Analysis, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety.	2

2014



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA111 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA111 Accounting for Managers

Max.Marks:60

Duration:
3Hours

PART A

Answer all questions. Each question carries 2 marks.

1. Identify the components of double entry system in Accounting.
2. Enumerate the roles of an auditor
3. Discuss the significance of financial statements.
4. Brief on the importance of depreciation.
5. Express separate entity and accounting period concept.

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Appraise the concepts and conventions of Accounting?
7. Elaborate the process of Financial Accounting?
8. a) Difference between Financial Accounting, Cost Accounting and Management Accounting?
b) Explain briefly about the causes of depreciation
- 9 Following are the details of a company. Debtors' velocity: 3 month Creditors' velocity: 2 months Stock velocity : 8 months Gross profit ratio : 25 % Gross profit for the year ended 31st December 2015 amounts to Rs. 4,00,000. Closing stock of the year is Rs. 10,000 above opening stock. Bills receivable amounts to Rs. 25,000 and bill payable Rs. 10,000. Find a) Sales b) Sundry debtors c) Closing stock d) Sundry creditors
- 10). From the following information, find a) Profit volume ratio. b) Fixed cost. c) Breakeven point for sales. d) Profit when sales are Rs. 1,00,000 e) Sales required to earn a profit of Rs. 20,000 f) Variable cost in period II
Period Sales Profit Rs Rs I 1,20,000 9,000 II 1,40,000 13,000

(3x10 marks = 30 marks)

PART C

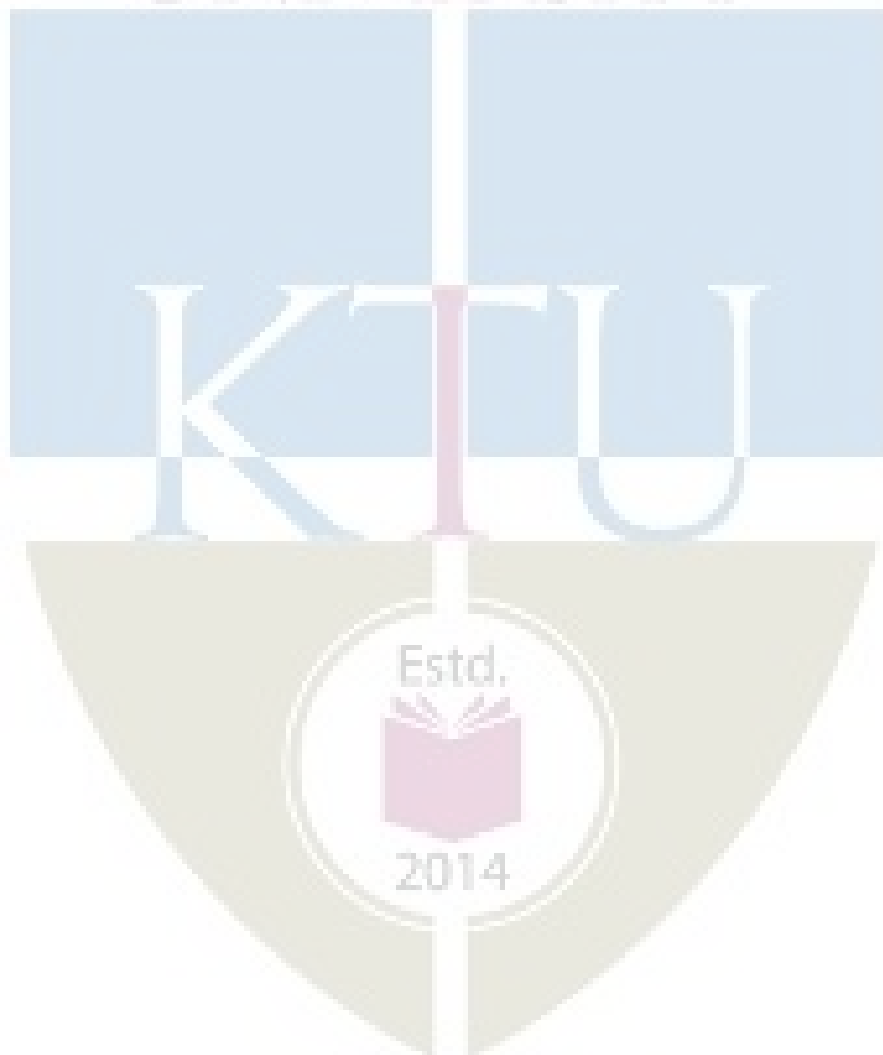
Compulsory Answer all the questions. This part carries 20 marks

The following are the summarized Balance Sheets of a Company as on 31-12 2015 and 2016

Liabilities	31-12-2015	31-12-2016	Assets	2015	2016
Share Capital	2,00,000	2,50,000	Building	2,00,000	1,90,000
General Reserve	50,000	60,000	Machinery	1,50,000	1,69,000
Profit and Loss					

A / c 30,500 30,600 Stock 1,00,000 74,000 Bank loan (Long term) 70,000 Nil Debtors 80,000 64,200 Sundry Creditors 1,50,000 1,35,200 Cash 500 600 Provision for Taxation 30,000 35,000 Bank Nil 8,000 Goodwill Nil 5,000 Total 5,30,500 5,10,800 Total 5,30,500 5,10,800 Additional information: During the year ended 31-12-2016; a) Dividend of Rs. 23,000 was paid b) Assets of another Company were purchased for a consideration of Rs. 50,000 payable in shares. The following assets were purchased --- Stock Rs. 20,000, Machinery Rs.25,000 c) Machinery was further purchased for Rs. 8,000 d) Depreciation written off on Machinery Rs.12,000 e) Income tax provided during the year Rs.33,000 f) Loss on sale of Machinery Rs.200 was written off to General Reserve. You are required to prepare Funds Flow Statement.

(20 Marks)



20MBA113	ETHICS, GOVERNANCE AND CORPORATE RESPONSIBILITY	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: sensitize the student on the various ethical aspects concerning the functioning of business enterprises. The course aims to equip the students to be honest and be responsible to the society. The knowledge of the subject will improve ethical reasoning by correlating moral concepts to business practices. The course aims to create awareness among students on the importance of Corporate Governance and social responsibility.

Prerequisite: None

Course Outcomes: After the completion of the course the student will be able to

CO 1	Examine the importance of ethics in business
CO 2	Apply ethical decision making in business management
CO 3	Analyze the importance of corporate governance
CO 4	Assess the developments in Corporate governance
CO 5	Create the sense of corporate social responsibility within oneself

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	:16 marks
Assignment/Quiz/Course project	:10 marks
Seminar and Discussion	:10 marks

Syllabus	
Module 1	<p><i>Introduction to Ethics:</i> Meaning & Nature of Business Ethics, Characteristics; Causes of unethical behaviour; Theories of Ethics; Indian Ethos and Values system- Indian Work Ethics; Law and Ethics</p> <p><i>Ethics Programme</i> – code of ethics – ethics training – ethics committee – ethics officer, Ethics Audit, Transparency International - Whistle Blowing – classification</p> <p>– legal support to Whistle-Blower – Tips to successful Whistle Blowing</p>
Module 2	<p><i>Ethics in functional areas of business:</i> Financial Management (Window dressing, misleading financial analysis, insider trading, churning) –Human Resource Management – (Discrimination– age, gender, race) sexual harassment, ethics at work place, issues affecting privacy of employees, fairness of employment contracts, occupational safety–Marketing Management – Pricing issues like Price discrimination, Price fixing, Price skimming, Ethics in advertising (surrogate, deceptive advertising), Distribution issues like tying arrangement, black market</p> <p>Production Management – Process issues like effluents, optimisation of resources like power & water, Product issues like additive & intrinsically hazardous products, genetically modified products, flawed products– Ethics in Information Technology</p> <p>– Ethics in customer and vendor relationship</p>
Module 3	<p><i>Corporate Governance:</i> - Definition - need for corporate governance –elements of good corporate governance - evidence of corporate governance from Arthashashtra -corporate governance theories -Agency Theory - Shareholder Theory - Stake Holder Theory -Stewardship Theory; Codes and guidelines for corporate governance</p>
Module 4	<p><i>Developments in corporate governance</i> –in UK, US and India – board effectiveness - issues and challenges - role and types of directors - corporate board committees – corporate disclosure - emerging trends in corporate governance – corporate board duties - responsibilities and liabilities. Legal framework for corporate governance Companies Act</p>
Module 5	<p><i>Corporate Social Responsibility:</i> Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation</p>



Text Book

1. Boatright, John, R, and Smith,Jefferey,D, *Ethics and Conduct of Business*, Pearson Publications, NewJersey 2016

References and Suggested Readings

1. Balachandran,V, and Chandrasekharan,V, *Corporate Governance, Ethics and Social Responsibility*,PHI Learning Pvt Ltd, New Delhi (2011)
2. Crane, Andrew, Matten, Dirk, Glozer, Sarah and Spenc, Laura, *Business Ethics*,Oxford University Press, Oxford (2019)
3. Gupta, Ananda, D, *Business Ethics: Texts and Cases form Indian Perspective*,Springer India, New Delhi ,(2013)
4. Rezaee, Zabihollah, *Business Sustainability, Corporate Governance, and Organizational Ethics*, John Wiley & Sons, New Jersey(2019)
5. Shaw ,William, H, *Business Ethics:Text Book with Cases*, Cengage Learning, Boston (2014) Spinallo,Richard,A, *Business Ethics: Contemporary Issues and Cases*,Sage Publicia, California (2019)

Course Content and Lecture Schedule

No	Topic	No. of Lectures
1	Business Ethics	
1.1	Introduction to ethics and its ancillary concepts	2
1.2	Theories of ethics	3
1.3	Ethical audit mechanisms-whistle-blowing	2
2	Ethics in Functional Areas	
2.1	Ethics in Finance	2
2.2	Ethics in HR and Marketing	3
2.3	Ethics in HR and Marketing, customer and vendor relationship	2
3	Corporate Governance	
3.1	Need and relevance of Corporate Governance	2
3.2	Corporate Governance Theories	3
3.3	Discussion on Arthashasthra	2
4	Corporate governance Trends	
4.1	Practices in the UK, the US and India	3
4.2	Discussion on Board of Directors	2
4.3	Legal frameworks	3
5	CSR	
5.1	History and Evolution of CSR	2
5.2	Corporate Citizenship	3
5.3	Limitations and Challenges	2



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA113 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA113 ETHICS, GOVERNANCE AND CORPORATE RESPONSIBILITY

Max. Marks: 60

Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

1. Identify the components of the nature of business ethics
2. Enumerate any four roles of ethics in HR
3. Discuss the any four points about the Agency theory
4. Brief on the trends of corporate governance in India
5. Express any four points that support the need for CSR

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Appraise the salient points of any three theories of ethics
7. You are launching a mobile game. Enumerate the ethical decisions you will adopt.
8. Explain the importance of the Arthashasthra with respect to corporate governance
9. List down the roles and responsibilities of the board of directors
10. "CSR is being degraded to a mere act of obligation rather than selflessness." Examine.

(3x10 marks = 30 marks)

PART C

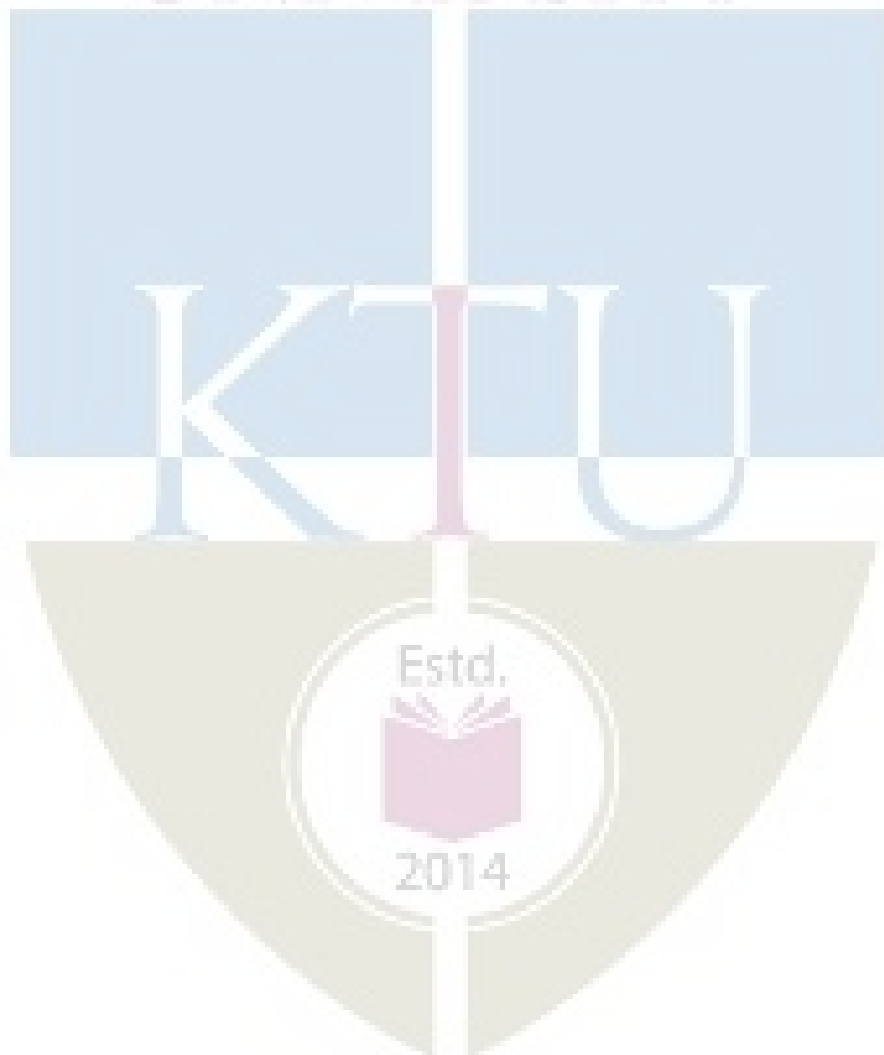
Compulsory, Answer all the questions. This part carries 20 marks

11. Enron started as an energy producer in 1985 and later on move into energy trading. The company that was making huge profits by the year 2000 and was also rated the seventh largest company on the Fortune 500, unexpectedly collapsed in the year 2001. Enron had impressed the public by entering into a unique concept of trading energy, and it deceived the public with false profits. Also the company had huge debts, all of which were not shown on the company accounts. To hide these large amounts of debt and losses, Enron had made many partnerships with the companies that were run by Enron executives who profited from this deal and deceived the public. It used creative accounting techniques and cooked its books which kept the investors in dark and led to an all time rise in its stock prices. But by August 2001, the existing CEO of the company resigned, and it reported huge losses in October 2001, which was its first quarterly loss in four years. By late 2001, it admitted that the company had been cooking its books and showing inflated profits. Enron in December 2001, filed for chapter 11 bankruptcy, and later the matter was investigated by the U.S Justice Department and within a short span of time, the

company had large amounts of unpaid debt and worthless shares. It was also revealed that the top executives of the company made huge profits by selling Enron shares at the right time, thereby leaving all the losses to be borne by other investors. Arthur Andersen, that was one of the biggest 5 accounting firms was the auditor of Enron and was held one of the biggest accused parties to this scandal. Loopholes in the system of Corporate Governance were, thus, exploited by the company resulting in the scam. Thus we need substantial reforms in the Corporate Governance and ethical reporting practices, thereby making corporate dealings more transparent, and in favour of general public.

Questions

1. Analyse the case in terms of importance of Corporate Governance (10)
2. How can Corporate Governance practices improve the Corporate environment? (10)



20MBA115	LEGAL SYSTEMS FOR BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The course provides the student with basic information about the Indian legal system and dispute resolution, and their impact on business. The understanding of legal system is a prerequisite for better decision making. The course gives exposure to students in the areas of legal principles of business contract, aspects in the formation, running and winding up of business, the scope and the issues associated with partnerships, negotiable instruments and cyber law, application of sale of goods act and consumer protection act and different labour regulations in India.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO1	Examine fundamental legal principles of business contracts
CO2	Analyse the legal aspects in the formation, running and winding up of business
CO3	Analyze the scope and the issues associated with partnerships, negotiable instruments and cyber law
CO4	Evaluate and analyse the scope and application of sale of goods act and consumer protection act.
CO5	Equip the students with insights on different labour regulations in India

Mapping of course outcomes with program outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	3
CO2	3	3	3	3	3
CO3	3	3	2	3	3
CO4	3	3	3	3	3
CO5	3	2	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance: 4 marks

Continuous Assessment Test (2 numbers): 16 marks

Assignment/Quiz/Course project: 10 marks

Seminar and Discussion: 10 marks

Syllabus

Syllabus	
Module 1	<p>Sources of Law - Classification of Law, Natural Justice, History of Indian Judicial system, Indian Contract Act 1872: Definition (Sec 2); Essential elements of a contract - Offer, acceptance, Competency to enter in contracts (Sec 11 & 12); Consent- free consent, coercion, undue influence, fraud, misrepresentation, mistake (Sec 13-23); Legality of object & consideration; Types of contracts; Performance of contracts; Void agreement (Sec 24-30); Quasi contracts, Discharge of contracts; Consequences of breach of contract (Sec 73-75) Bailment (S.148 - S.171 & S.180. Salient features of E-contract, Formation of E-contract and Types.</p>
Module 2	<p>The Companies Act 2013 - Characteristics of a company ;Kinds of companies; Types of Companies, Formation-S.3, Promoter, Remuneration, Rights & Liabilities of a Promoter, Memorandum of Association (S.4, S.10, S.13), Form, Purpose, Clauses, Alteration. Articles of Association (S.5, S.10, S.14,) Provisions for Membership, Share & Share capital - Distinction between Memorandum & Articles, Incorporation (S.7, S.9, S.12), Prospectus - Public Offer S.25 - S.27, S.30 - S.40;& S.181) Pledge (S.173 - S.179) - Indemnity & Guarantee (S.124, 125 128 - 147) Distinguish Indemnity & Guarantee Laws of Agency Private Offer S.42- Meetings & proceedings; S.173 -S.195 Directors S. 149 - 152, 164, 165. Boards powers and restrictions; S. 179, 180. Lifting of Corporate Veil. Doctrine of Ultra Vires, Winding up of companies – Modes S.270, 271, 304,</p>
Module 3	<p>The Indian Partnership Act, 1932- Types of Partnerships and types of Partners, Test of Partnership, Partnership deed, and Property of the firm, Limited Liability Partnership. Negotiable instrument - Characteristics of Negotiable Instrument Presumption; Promissory Notes, Bills of Exchange & Cheques- Negotiation (Sec 46 to 60); Crossing of cheque & dishonour of cheque (Sec 138 to 142). Cyber Law - Overview of cyber law, Salient features of the IT Act, 2000, Cybercrime, Intellectual Property Rights.</p>
Module 4	<p>Sale of Goods Act (1930), (Sec 2 - 11) Conditions and warranties; (Sec 12 - 17, 59) Rights of an unpaid seller. (S.45 - S.58) Title to goods - (S.27 - 30)-Rights & Duties of Buyer & Seller; (S.31 - 44). Consumer Protection Act (1986): Consumer dispute, restrictive trade practices, unfair trade practices; Central Consumer Protection Council, State Consumer Protection Council; Consumer Redressal Forum.</p>
Module 5	<p>Industrial Disputes Act, 1947,- Award and settlement- industrial Dispute- Workman Strikes and Lock-out: Lay-off - Retrenchment- Closure - Unfair Labour Practices and Role of Government. The Minimum Wages Act, 1948- Fixation of minimum rates of wages- working hours and determination of wages and claims. Factories Act, 1948- essential features, Safety, Health and Welfare measures. The Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013- overview.</p>



Text Book

1. Kapoor, N.D. *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi (2019).

References and Suggested Readings

1. Gulshan, S.S. and Kapoor, G.K. *Business Law Including Company Law (12/e)*, New Age International, New Delhi (2020).

2. Majundar, A.K. and Kapoor, G.K. *Company Law & Practices*, Sultan Chand & Sons, New Delhi (2017).

3. Malik, P.L. *Industrial law*, Eastern Book Company, Lalbagh Lucknow (2017).

4. Ramaiya, and Ramaiya, A. *Guide to the Companies Act (18/e)*, Wadhwa Book Company, Vikaspuri New Delhi (2015).

5. Singh, Avatar. *Company Law*, Eastern Book Company, New Delhi (2018).

6. Singh, Avatar. *Labour and Industrial Laws*, Lexis Nexis, (2016).

7. Wild, Charles, Weinstein, Stuart Smith and Keenan, *Company Law*, Pearson Longman, United Kingdom (2019).

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO LAW AND INDIAN CONTRACT ACT	
1.1	Introduction and Essential elements of a Contract	2 Hours
1.2	Types of Contract, Breach of Contract	2 Hours
1.3	Law of Indemnity and Guarantee, Bailment and Pledge, Law of Agency	3 Hours
2	COMPANIES ACT 2013	
2.1	Types of Companies, Formation of a Company	2 Hours
2.2	Memorandum of Association, Articles of Association	2 Hours
2.3	Prospectus, Meetings, Winding up of Companies	3 Hours
3	PARTNERSHIP ACT, NEGOTIABLE INSTRUMENTS and CYBER LAW	
3.1	Partnership Act	2 Hours
3.2	Negotiable Instruments	3 Hours
3.3	Cyber Law	2 Hours
4	SALE OF GOODS ACT and CONSUMER PROTECTION ACT	
4.1	Conditions and Warranties, Rights of an unpaid seller	2 Hours
4.2	Rights and Duties of buyer and seller	3 Hours
4.3	Consumer Protection Act, Consumer Protection Councils, Consumer Redressal Forums	2 Hours
5	INDUSTRIAL DISPUTES ACT, LAW OF MINIMUM WAGES and FACTORIES ACT	
5.1	Different kinds of Industrial disputes, Unfair labour practices	3 Hours
5.2	Kinds of Wages, Law of Minimum Wages	2 Hours
5.3	Factories act and the Sexual Harassment of Women at Workplace	3 Hours



Model Question Paper Pattern
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION

20MBA115 Question Paper pattern

Max. Marks: 60

Time: 3 Hours

Part A

Answer all questions. Each question carries 2 marks

1. 2 Marks from Module I
2. 2 Marks from Module II
3. 2 Marks from Module III
4. 2 Marks from Module IV
5. 2 Marks from Module V

(5x2 marks = 10 marks)

Part B

Answer any 3 questions. Each question carries 10 marks

6. 10 Marks from Module I
7. 10 Marks from Module II
8. 10 Marks from Module III
9. 10 Marks from Module IV
10. 10 Marks from Module V

(3x10 marks = 30 marks)

Part C

Compulsory Question 20 marks

11. 20 Marks (From any Module or combination of Modules as the case may be)

Model Question paper

**APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FIRST SEMESTER MBA DEGREE EXAMINATION**

20MBA115 Legal Systems for Business

Max. Marks: 60

Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Identify the different cases in which an agreement is 'Void-Ab-Initio'.
2. Doctrine of Ultra-Vires.
3. Identify the conditions which makes partnership a 'Partnership at will'
4. Distinguish between conditions and warranties
5. Lockout has been described as the 'anti thesis' of strike by the Supreme Court of India, explain.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Appraise the essential elements of a valid contract.
7. Review the Formation of a Company.
8. Elaborate on negotiable instruments and its main features? Compare bill of exchange and a cheque
9. Examine the role of consumer redressal forums in resolving consumer Complaints
10. Safety, Health and Welfare measures plays an important role in establishing a supreme work environment, explain in light of Factories Act of 1948.

(3x10 marks = 30 marks)

PART C

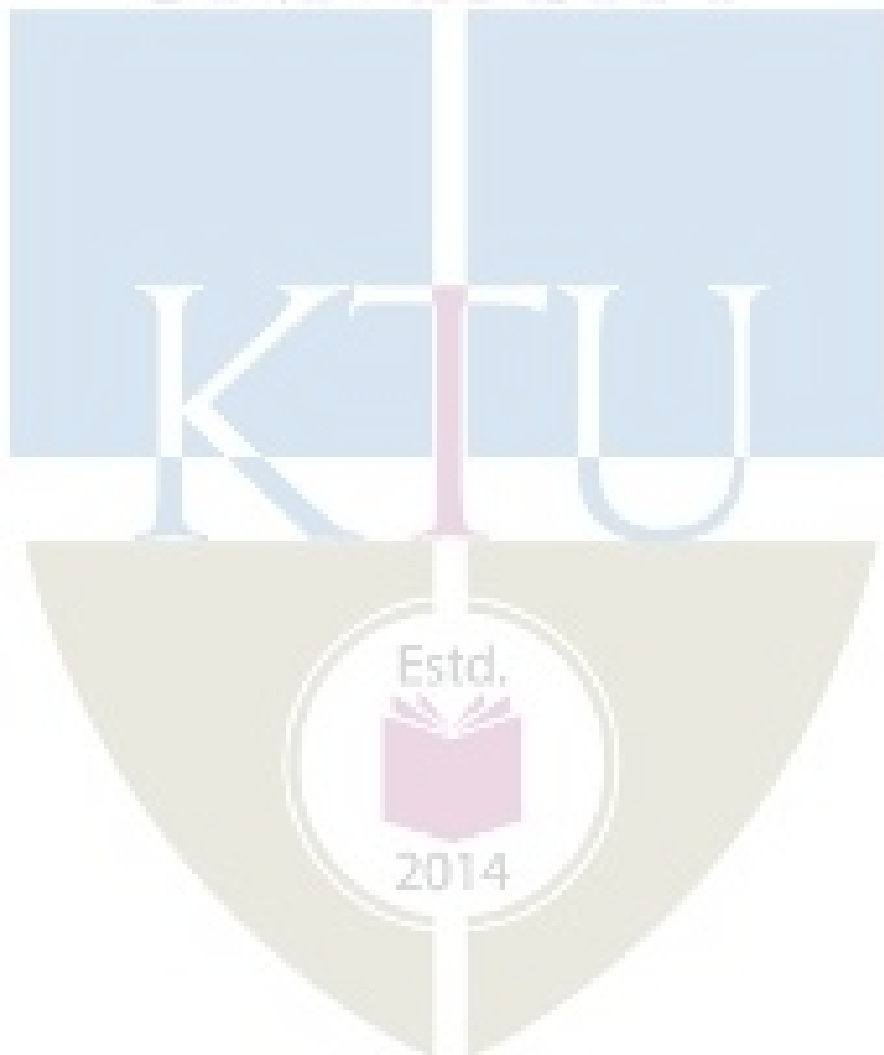
Compulsory. Answer *all* the questions. This part carries 20 marks

11. On 1 st June 2018, Karan had entered into a contract with Lakhan to construct and finish his house and finally hand it over to Lakhan latest by 30 th April 2019. Further, Lakhan had also communicated to Karan that he (Lakhan) had, in turn, entered into a contract with Vandana, the prospective tenant, to let the house out to her and to give its possession to her with effect from 1 st May 2019. But, the quality of the construction of the house by Karan was so poor that on 31st March 2019 itself

the house had fallen down and, therefore it had to be reconstructed over again by Lakhan.

a) What remedies are likely to be awarded by the court if Lakhan files a suit against Karan? (10 Marks)

b) Would the legal position be any different if, Lakhan would not have specially appraised Karan to the effect that Lakhan had already entered into a contract with Vandana to let the house out to her and to give its possession to her with effect from 1 st May 2009. (10 Marks)



20MBANC1	EMPLOYABILITY ENHANCEMENT PROGRAMME	CATEGORY	L	T	P	CREDIT
		THEORY	0	0	2	0

Preamble

Employability skills denote attributes, competencies and technical skills possessed by an individual which would facilitate practical decision making and success at the workplace. The objective of the course is to provide training to participants to groom their critical soft skills, general business skills and technical skills.

Course Outcomes: After the completion of the course the student will be able to

CO 1	Enhance the skills of communication and problem solving
CO 2	Develop job searching, CV writing, interview skills and enterprenurial skills
CO 3	Practicing Interpersonal skills, Negotiation and Self-Management
CO 4	Develop Team building & Leadership skills through practice
CO 5	Attain hands on experience in the areas of Creativity and Critical Thinking

Syllabus

Module 1	<p>Communication skills- verbal expression, body language, presentation skills, listening skills, writing skills Extempore, Just a minute exercises, prepared speech, practice exercises on voice accent, clarity, modulation and intonation, phone etiquettes, short presentations using power point, writing letters, news paper/magazine article preparation on business and economy</p> <p>Problem solving skills- coordination and analysis Short sessions on solving puzzles involving all in the team</p>
Module 2	<p>Job searching, Interview skills, additional skills outside curriculum Job search- registering in portals/placement unit, exploring other resources for job search, CV preparation, mock group discussion, mock interviews, feedback and confidence building exercises to face interviews, individual strength/weakness analysis, planning and executing activities for strengthening one's own resume</p> <p>Entrepreneurship skills Idea generation techniques through practice, Survey of different schemes facilitating entrepreneurship, Business plan preparation, Exercises on how to pitch a brilliant idea</p>
Module 3	<p>Self –management- self-awareness, adaptability, time management Personality assessment tests- MBTI, Big Five; in-basket exercises, goal setting games</p> <p>Interpersonal skills-relatedness, cooperativeness, empathy Role plays, presenting scenarios to give hands on feel of what stand to take</p> <p>Negotiation skills- persuasion, rapport building, consensus Role plays, bargaining, art of converting win-lose to win-win situations</p>



Module 4	Team work skills: collaboration, respect, trust, tolerance Team based activities- planning, organizing and executing small events, team projects Multi-Cultural Environment- Managing and surviving in multi-cultural environment Leadership skills: motivation, influencing others, positivity Discussion on leadership styles of Indian Tycoons and their success
Module 5	Creative thinking skills: lateral thinking, creativity and innovation Brain storming exercise, six thinking hats exercise, group discussions Critical thinking skills: applying sound reasoning, criteria to explore specific concerns in the contemporary business arena Debates, article reviews, class room activities

RECOMMENDED BOOKS (Latest Editions)

1. Kimberly Elsbach, How to pitch a brilliant idea?, Harvard Business Review, September 2003.
2. Philips R. Hunsaker, “Training in Interpersonal Skills”, Tata McGraw Hill
3. Butterfield, “Soft Skills for Everyone”, Cengage Learning
4. Career Development Centre, “Soft Skills”, Green Pearl Publications
5. Alex K, “Soft Skills – Know Yourself & Know the World”, S.Chand & Company Ltd
6. Matt, Symonds, 7 Tips For Pitching Your Entrepreneurial Idea, Whether To Angels Or Sharks, Forbes Website, 2013, <https://www.forbes.com/sites/mattsymonds/2013/10/24/7-tips-for-pitching-your-entrepreneurial-idea-whether-to-angels-or-sharks/#99c1a0c35a27>, Accessed on May 15, 2020.
7. Bill Murphy Jr, The Intelligent Entrepreneur, Educational Audio Book, 2010, Audible, Amazon Company

REFERENCE BOOKS (Latest Editions)

1. B N Ghosh, “Managing Soft Skills for Personality Development”, McGraw Hill Education
2. Raman/Upadhyay, “Soft Skills – Key to Success in Workplace and Life”, Cengage Learning
3. Monippally, Matthukutty. M, “Business Communication Strategies”, Tata McGraw-Hill
4. M Ashraf Rizvi, “Effective Technical Communication”, McGraw Hill Education
5. Peter W Cardon, Business Communication, McGraw Hill Education
6. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, “Interpersonal Skills in Organisation”, Tata McGraw Hill Education
7. Gopalaswami Naresh, “The Ace of Soft Skills”, Pearson

