



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

Subject Name: Management Accounting (MA)

Subject Code: 4519201

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Learn the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Define the needs of the various users of accounting data and demonstrate the ability to communicate such data along with knowledgeable recommendations.</li> <li>Understand various costing methods to take effective Strategic Managerial Decision</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Ability to prepare financial statements in accordance with Generally Accepted Accounting Principles.</li> </ul>

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Basic understanding of Management Accounting:</b> <ul style="list-style-type: none"> <li>Meaning and definition</li> <li>Comparison among Financial Accounting, Management Accounting and Cost Accounting.</li> <li>Accounting Principles – concepts and conventions</li> <li>Overview of Accounting Process</li> <li>Journal Entries, Ledger-Posting and Preparation of Trial Balance</li> <li>Basic overview of IFRS and Indian Accounting Standards (Ind.AS)</li> </ul> <b>Understanding and Preparing Corporate Financial Statements:</b> <ul style="list-style-type: none"> <li>Corporate Profit &amp; Loss Account and Corporate Balance Sheet (Vertical B/S only).</li> </ul>	10	18
II	<b>Financial Statement Analysis:</b> <ul style="list-style-type: none"> <li>Horizontal analysis</li> <li>Vertical Analysis</li> <li>Trend Analysis</li> <li>Ratio Analysis</li> <li>Cash Flow Statement</li> </ul>	10	18
III	<b>Inventory valuation:</b> <ul style="list-style-type: none"> <li>FIFO, Weighted Average Method &amp; LIFO (Preparation of stock register card only)</li> </ul>	10	17



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	<b>Depreciation:</b> <ul style="list-style-type: none"> <li>Straight line method, written down value method</li> <li>Retrospective effect (Only Theoretical Perspective)</li> </ul> <b>Cost Accounting:</b> <ul style="list-style-type: none"> <li>Meaning and definition of cost</li> <li>Cost concepts and classification</li> </ul> <b>Costing Methods:</b> <ul style="list-style-type: none"> <li>Unit Costing, Process costing(excluding equivalent unit of production)</li> </ul>		
IV	<b>Profit Planning &amp; Decision Making:</b> <ul style="list-style-type: none"> <li>Marginal costing &amp; CVP Analysis</li> <li>Short term decision making</li> </ul>	10	17
V	Students should select Small & Medium Enterprise and Perform Financial Statement Analysis / Cost Analysis of any product /Service of that company. Students have to prepare a report and give the presentation in the class.	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	M.Y. Khan & P.K. Jain	Management Accounting	McGraw Hill	6 <sup>th</sup> / Latest
2	Ambrish Gupta	Financial Accounting for Management	Pearson	5 <sup>th</sup> / Latest
3	R. Narayan Swami	Financial Accounting	PHI	Latest Edition
4	P. C. Tulsian	Financial Accounting	Pearson	Latest Edition
5	V. Rajasekaran & R. Lalitha	Financial Accounting	Pearson	Latest Edition



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6	M. N. Arora	A Textbook of Cost and Management Accounting	Vikas	10 <sup>th</sup> / Latest
7	P. C. Tulsian	Cost Accounting	S Chand	Latest Edition
8	S Gupta & Pankaj Kothari	Accounting for Managers	Frank Brothers	Latest Edition
9	S. K. Bhattacharya and John	Costing for Management	Vikas	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. Business Standard/Economic Times/Financial Times/ Financial Express



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

Subject Name: Economics for Managers (EFM)

Subject Code: 4519202

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>To impart knowledge, with respect to concepts, principles and practical applications of Economics</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Identify sources of economic value</li> <li>Ability to design competitive strategies, based on the understanding of concepts of managerial economics</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>To apply economic analysis in the formulation of business policies</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Understanding of the role of managers in an enterprise</li> </ul>

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
<b>I</b>	Ten principles of economics The market forces of supply and demand Elasticity and its applications The costs and economics of production, Economies of scale	10	18
<b>II</b>	<b>Market structure and Pricing:</b> <ul style="list-style-type: none"> <li>Perfect competition</li> <li>Monopoly competition</li> <li>Oligopoly competition</li> <li>Monopolistic competition</li> </ul>	10	18
<b>III</b>	Measuring a nation's income Measuring the cost of living Savings and investment Production and growth, Concepts of GDP, GNP, PPP The monetary system, Money growth and inflation Open-economy macroeconomics – Basic concepts	10	17
<b>IV</b>	Aggregate demand and aggregate supply The influence of monetary and fiscal policy on aggregate demand The short-run trade-off between inflation and Unemployment	10	17
<b>V</b>	Case: Pricing, admission to a museum. (Module I) Case: The De Beers Diamond Monopoly (Module I) Case: Near empty restaurants and off-season miniature	---	(30 marks CEC)



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from academic  
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	golf. (Module II) Case: OPEC and the World Oil Prices (Module II) Case: Advertising and the price of eyeglasses (Mod II) Case: International difficulties in GDP and Quality of life. (Module III) Case: Case study using IBM Analytics or any other alternate software. Price Leadership and Market Leadership Model. Basics of Game Theory and the relevance of the same in the real world scenario Analysis of Union Budget, Monetary policy, Economic Survey		
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## 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

## 5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Gregory Mankiw	Economics: Principles & Applications	Cengage	Latest Edition
2	Dr D. M. Mithani	Managerial Economics: Theory & Applications	Himalaya	2010, Latest
3	G. S. Gupta	Managerial Economics	TMH	Hill
4	D. Salvatore	Managerial Economics in a Global Economy	Cengage	Latest
5	R.L. Varshney and K.L. Maheswari	Managerial Economics	Sultan Chand	19th / Latest
6	H.L Ahuja	Managerial Economics	S Chand	Latest Edition



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With effective  
from academic  
year 2018-19

7	C. Rangarajan and B. H.	Principles of Macroeconomics	TMH	Latest Edition
8	Samuelson and Nordhaus	Economics	TMH	16 <sup>th</sup> ed. / Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Harvard Business Review
2. Vikalpa – A Journal for Decision Makers
3. Management Review
4. Business Standard/Economic Times/Financial Times/ Financial Express/
5. Economic & Political Weekly
6. Asian Journal of Research in Business Economics
7. Indian Journal of Economics and Development



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

Subject Name: Managerial Communication (MC)

Subject Code: 4519203

With effective  
from academic  
year 2018-19

## 1. Learning Outcome:

Learning Component	Outcome	Learning Outcome
Business Environment and Domain Knowledge (BEDK)		<ul style="list-style-type: none"> <li>Emphasize the relevance and significance of business communications in today's business environment</li> <li>Acquaint the students with the basic concepts and techniques of communication, viz. Listening, Speaking, Reading &amp; Writing skills (LSRW skills)</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)		<ul style="list-style-type: none"> <li>Aiding students to use communication as a tool to do in-depth analysis of business problem and thereby increasing business sustainability</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)		<ul style="list-style-type: none"> <li>Developing students for multinational and international companies by giving insights for cross cultural communication.</li> </ul>
Social Responsiveness and Ethics (SRE)		<ul style="list-style-type: none"> <li>Imbibing ethical values in management graduates using power of communication and benefiting society in large.</li> </ul>
Effective Communication (EC)		<ul style="list-style-type: none"> <li>Enhance the communication skills required in different business contexts through various interactive activities.</li> </ul>
Leadership and Teamwork (LT)		<ul style="list-style-type: none"> <li>Developing team leaders for tomorrow by utilising the model of synergy making communication as a base.</li> </ul>

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p><b>EFFECTIVE COMMUNICATION IN BUSINESS:</b></p> <ul style="list-style-type: none"> <li>Importance of Communication &amp; Forms of Communication</li> <li>Communication Network of the Organisation</li> </ul> <p><b>Process of Communication:</b></p> <ul style="list-style-type: none"> <li>Different Stages</li> <li>Difference between Oral &amp; Written Communication.</li> </ul> <p>Role of Verbal &amp; Non-verbal Symbols in Communication, Non-verbal communication, Barriers to Effective Communication, Overcoming Communication Barriers, Seven C's of effective Communication, Attributes of Personality Building</p>	10	14



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Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

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II	<b>STRATEGIES FOR SUCCESSFUL LISTENING AND SPEAKING SKILLS</b> <u>Listening Skills:</u> Definition, Types, Purposes for listening, Anatomy of poor listening, Features of a good Listener. <u>Strategies for improving oral presentations:</u> Ways of delivering oral message, Strategies for an effective oral delivery, Types of Managerial Speeches- speech of introduction, speech of thanks, speech for special occasions, Strategies for an effective non-verbal delivery, Strategies for removing stage fright. Video conferencing (Skype / Google Hangout) etiquettes	10	21
III	<b>ORAL COMMUNICATION:</b> <u>Fundamentals of Oral Communication:</u> Introduction, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Communication. Public Speaking and Presentation of Reports, PowerPoint Presentation, Body Language, Facial Expressions, Non-verbal Communication, emotional Intelligence, Creativity in Oral Communication, Persuasive Communication. Communication through organizing various events like conferences, committee meetings, press meets, seminars, festivals.	10	21
IV	<b>WRITTEN BUSINESS COMMUNICATION:</b> Writing Commercial Letters, Business Letter Format. Types of Letters - Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, e-mails, Proposals, Technical Articles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication, Negotiation Skills. Different Types of Report Writing. Social Media Etiquettes.	10	14
V	<b>Practical:</b> Project/ presentation on any of the following Circulars, Drafting Notices, Handling Complaints, Evaluating Interview Performance, Articles, Formal Invitations. Proforma for Performance Appraisals, Letters of Appointment, Captions for Advertising, Company Notice related Shares/dividends, MoA, AoA, Annual Reports, Minutes of Meetings, Action taken on Previous Resolution. Use of google groups and google sheet. Preparing job applications.	---	(30 marks CEC)



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year 2018-19

## 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

## 5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Raymond V. Lesikar	Business Communication	McGraw- Hill	11th, Latest Edition
2	Lehman	B. Com (Business Communication)	Cengage	2011, Latest
3	Meenakshi Raman & Prakash Singh	Business Communication	Oxford University Press	Latest Edition
4	Herta A. Murphy, Herbert W. Hildebrandt & Jane P. Thomas	Effective Business Communication	McGraw- Hill	Latest Edition
5	Rajeesh Vishwanathan	Business Communication	Himalaya	2010, Latest
6	Mohan, Krishna and Banerji, Meera	Developing Communication Skills	Macmillian	Latest Edition
7	M. Monipally	Business Communication Strategies	McGraw- Hill	Latest Edition
8	P. D. Chaturvedi and Mukesh Chaturvedi	Business Communication, Concepts, Cases and Applications	Pearson Education	Latest Edition
9	Meenakshi Raman and Sangeeta Sharma	Technical Communication: Principles and Practice	Oxford University Press	Latest Edition
10	Asha Kaul	Business Communication	Prentice Hall of India	Latest Edition



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11	Koneru Arun	Professional Communication	Tata McGraw-Hill	Latest Edition
12	Louis E. Boone, David L. Kurtz, & Judy Rachel Block	Contemporary Business Communication	PHI	Latest Edition
13	John V. Thill and C. V. Bovee	Excellence in Business Communication	McGraw Hill	Latest Edition
14	Meenakshi Raman and Prakash Singh	Business Communication	Oxford	Latest Edition
15	A. C. Buddy Krizan, Patricia Merrier, Joyce P. Logan and Karen Schneider Williams	Effective Business Communication	Thomson	Latest Edition
16	Leena Sen	Communication Skills	Prentice-Hall India	Latest Edition
17	Courtland L Bovee, John V Thill, Mukesh Chaturvedi	Business Communication Today	Pearson Education	Latest Edition

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Bulletin of the Association for Business Communication
2. Business Communication Quarterly
3. Journal of Business Communication
4. Communication World
5. Strategic Communication Management
6. Journal of Business and Technical Communication
7. Journal of Communication Management
8. Journal of Organizational Culture
9. Communication and Conflict
10. Journalism and Mass Communication Quarterly
11. Management Communication Quarterly
12. Strategic Communication Management
13. Technical Communication Quarterly
14. Harvard Business Review
15. Journal of Creative Communications
16. Business India / Business Today / Business World, University News
17. Journal of Business Communication



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

Subject Name: Organizational Behaviour (OB)

Subject Code: 4519204

With effective  
from academic  
year 2018-19

## 1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"><li>Understand the development of the field of OB and explain the micro and macro concepts</li></ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"><li>Analyse and compare different models used to explain individual behaviour related to motivation and rewards</li></ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"><li>Understanding the impact of cultures on the individual's personality and thereby its influence on group dynamics and business performance</li></ul>
Effective Communication (EC)	<ul style="list-style-type: none"><li>Understanding of group dynamics</li><li>Understanding of processes used in developing communications and resolving conflicts</li></ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"><li>Identify leadership styles and the role of leaders in a decision making process</li></ul>

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<b>Foundations of Management and O.B:</b> Concepts of Management, Science or Art, Management and Administration, Management thoughts by Management Gurus, Functions of Management, Types of Business Organization, Managerial roles, Overview of management process. <b>Concepts of O.B:</b> <ul style="list-style-type: none"><li>Understanding OB</li><li>Model of OB</li><li>Disciplines contributing to the field of OB</li></ul>	10	17
II	<b>Understanding dynamics of Individual behavior:</b> Understanding Personality, Values, Attitude and their impact on behavior at work, Understanding motivation at work	10	17
III	<b>Understanding dynamics of Group behavior:</b> Understanding the process of Perception: How we make sense of Our environment , Understanding Groups and Teams, Group Dynamics, Transactional Analysis,	10	18



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Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

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	Organizational Change and stress Management		
IV	<b>Understanding Organizational dynamics of Behaviour:</b> <ul style="list-style-type: none"> <li>• Conflict and Negotiation</li> <li>• Understanding Decision-making</li> <li>• Understanding Power and Organizational Politics</li> <li>• Organizational Culture</li> <li>• Basic Theories of Leadership                             <ul style="list-style-type: none"> <li>○ Behavioral theories</li> <li>○ Fiedler model</li> <li>○ LMX theory</li> <li>○ Path-goal theory</li> </ul> </li> <li>• Contemporary Issues in Leadership Practice</li> </ul>	10	18
V	Small project on individual Role Model (famous Indian or International Leaders) <ul style="list-style-type: none"> <li>• Case studies on Leadership Styles</li> <li>• Organizational study on Monetary and Non-Monetary Motivation given to their employees at all levels</li> <li>• Making students understand Group Dynamics by assigning group &amp; team building exercises</li> </ul>	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

#### 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Stephen Robbins	Organizational Behavior	Pearson Education	13th or Latest Edition
2	Margi Parikh & Rajan Gupta	Organizational Behavior	McGraw-Hill	2010, Latest Edition
3	K. Aswathappa	Organizational Behaviour	Himalaya	Latest Edition



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Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

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4	Tripathy PC and Reddy PN	Principles of Management	McGraw-Hill	Latest edition
5	Udai Pareek	Understanding Organizational Behavior	Oxford University Press	2nd Ed, Latest
6	Fred Luthans	Organizational Behavior	McGraw-Hill	Latest Edition
7	Gregory Moorhead & Ricky W. Griffin	Organizational Behaviour	Jaico Publication	Latest Edition
8	Niraj Kumar	Organizational Behaviour	Himalaya	Latest Edition
9	PG Aquinas	Organizational Behaviour	Excel Books	Latest Edition
10	Debra L. Nelson & James C. Quick	Organizational Behaviour	Cengage Learning	5th Edition
11	Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi	Case in Organization Behaviour and HRM	Mcgraw-Hill	Latest Edition
12	Robert Kreitner and Angelo Kinicki	Organizational Behaviour	Mcgraw-Hill	Latest Edition
13	S. S. Khanka	Organizational Behaviour	Vikas Publishing	Latest Edition
14	Kavita Singh	Organizational Behaviour	Pearson Edition	Latest Edition

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of Organizational Behaviour
2. Research in organizational behavior
3. Organizational behavior & Human Decision processes
4. Harvard Business Review
5. Journal of Management



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester  
**Subject Name: Business Ethics & Corporate Governance (BE&CG)**  
**Subject Code: 4519205**

With effective  
 from academic  
 year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• Introduction to core business ethics issues and ethical concepts relevant to resolving moral issues in business</li> <li>• Re-examine the knowledge of business and economic concepts from an ethical perspective</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• Ability to recognize and resolve ethical issues in business</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• Enhanced responsibility and accountability towards business and community through ethical conduct</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• Effective oral and written communication and application of systematic ethical reasoning to business dilemmas</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• Critically examine the importance of the ethical dimension in workplace decision making.</li> </ul>

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No.	Modules / Sub-Modules	No. of Sessions	70 Marks (External Evaluation)
I	<b>Introduction to Business Ethics:</b> <ul style="list-style-type: none"> <li>• Nature of Ethics</li> <li>• Ethical Concepts and Theories</li> <li>• Morals and Values</li> <li>• Importance and need of ethics in business</li> <li>• Distinction between values and ethics</li> <li>• Kohlberg's six stages of moral development (CMD)</li> </ul>	10	17
II	<ul style="list-style-type: none"> <li>• <b>Managerial Ethics:</b></li> <li>• Categories of management morality</li> <li>• Ethical Problems-Dilemma at Work-Sources and Resolutions</li> <li>• Overview of Creative Accounting-Its role in business scandals</li> <li>• Corporate Ethical Leadership</li> <li>• Whistle Blowing.</li> </ul>	10	18
III	<b>Corporate Governance:</b> <u>Meaning of Corporate Governance:</u> <ul style="list-style-type: none"> <li>• Difference between Governance and Management.</li> <li>• Purpose of Good Governance</li> <li>• Potential Consequence of poor CG.</li> <li>• Governance risk and Financial Stability</li> <li>- The balancing of conflicting objectives.</li> </ul>	10	18



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Syllabus for Master of Business Administration, 1<sup>st</sup> Semester  
**Subject Name: Business Ethics & Corporate Governance (BE&CG)**  
**Subject Code: 4519205**

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 year 2018-19

	<u><b>Indian and Global Scenario:</b></u> <ul style="list-style-type: none"> <li>• Sarbanes Oxley Act of 2002</li> <li>• Overview of Anglo-American, Japanese, German models of CG</li> <li>• Reports and recommendations of Narayan Murthy &amp; Ganguly Committees</li> </ul>		
IV	<b>Strengthening Corporate Governance:</b> <u><b>Key Issues in CG:</b></u> <ul style="list-style-type: none"> <li>• Role and composition of the board, remuneration of directors and senior executives</li> <li>• Rights and responsibilities of shareholders</li> <li>• Ownership of independent directors</li> </ul> <u><b>Corporate Social Responsibility (CSR):</b></u> <ul style="list-style-type: none"> <li>• Introduction to CSR</li> <li>• Advantages and Scope</li> <li>• Indian Scenario</li> <li>• CG and CSR</li> <li>• Corporate governance rating</li> </ul>	10	17
V	<b>Practical:</b> The students may be given a term paper either individually or in group of 2 to 3 students on topic like: <ul style="list-style-type: none"> <li>• Study of the CSR activities of corporates</li> <li>• Important religious tenets (any one of them) and their implication for social and spiritual enhancement.</li> <li>• Significance of Values contained in Scriptures like Ramayana, Mahabharata, Bible, Quran, etc., for Social and Spiritual Welfare.</li> <li>• Important Values prescribed by historical leaders of India, viz. Chanakya, Kautilya, Akbar, Maharana Pratap, Mahatma Gandhi, Mother Teresa, etc., and their significance in guiding Human Behaviour.</li> <li>• Relevant values as practiced by corporate / business leaders and their role in empire building.</li> <li>• The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas, if any, are resolved and also the system of corporate governance in those organizations</li> </ul>	----	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester  
Subject Name: Business Ethics & Corporate Governance (BE&CG)  
Subject Code: 4519205

With effective  
from academic  
year 2018-19

## 5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	S K Mandal	Ethics in Business and Corporate Governance	Tata McGraw Hill	2011 or Latest
2	Murthy C.S.V.	Business Ethics and Corporate Governance	Himalaya Publishing	2009 or Latest Edition
3	A.C. Fernando	Business Ethics: An Indian Perspective	Pearson	Latest
4	Riya Rupani	Business Ethics and Corporate Governance	Himalaya Publishing	Latest Edition
5	David J.Fritzsche	Business Ethics; a Global and Managerial Perspective	McGraw-Hill Irwin, Singapore	Latest Edition
6	Andrew Crane & Dirk Matten	Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization	Oxford University Press	Latest Edition
7	Neeru Vasisth Namita Rajpu	Corporate Governance Values & Ethics	Taxmann	2010
8	Ashok K Nadhani	Business Ethics and Business Communications	Taxmann	Latest Edition
9	Murthy C.S.V	Business Ethics	Himalaya Publishing	Latest Edition
10	Daniel Albuquerque	Business Ethics: Principles and practice	Oxford Uni. Press	Latest Edition

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of Human Values
2. IBA Journal of Management & Leadership
3. International Journal of Business Ethics in Developing Economies
4. Journal of Business Law and ethics
5. Indian Journal of Corporate Governance



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester  
**Subject Name: Management Information Systems (MIS)**  
**Subject Code: 4519206**

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Understand the role of Management Information Systems in achieving competitive business advantage through informed decision-making.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyse how information technology impacts a firm in terms of value creation and bring about strategic advantage for a firm.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Gain consciousness about the ethical responsibilities while dealing with information.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Develop the ability to make meaningful decisions aimed at acquisition, development, deployment and management of information systems.</li> </ul>

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
<b>I</b>	<b>Organization and Information Systems:</b> <u>The Organization:</u> <ul style="list-style-type: none"> <li>Structure, Managers and activities.</li> <li>The level of people and types of decisions and their information needs.</li> <li>Changing Environment and its impact on Business - The IT/IS and its influence.</li> </ul> <u>Information Systems:</u> <ul style="list-style-type: none"> <li>Data, information and its attributes.</li> <li>Information Systems – meaning, functions and dimensions and need.</li> <li>Categorization of Organizational Information Systems – hierarchical and functional perspective.</li> </ul> <u>Strategic business use of IS:</u> <ul style="list-style-type: none"> <li>Interdependence between organization and IS</li> <li>IS strategies for competitive advantage using Porter's Five Forces Model and Value Chain Model</li> </ul>	10	17
<b>II</b>	<b>Types of Information systems - I:</b> Meaning, functions and applications of: <ul style="list-style-type: none"> <li>- Transaction Processing Systems</li> <li>- Management Information Systems</li> <li>- Decision Support Systems</li> <li>- Executive Support / Information Systems <ul style="list-style-type: none"> <li>o Digital Dashboards</li> </ul> </li> </ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester  
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With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>○ Artificial Intelligence and Machine Learning</li> <li>- Expert Systems</li> </ul>		
<b>III</b>	<b>Types of Information systems - II:</b> Meaning, functions and applications of: <ul style="list-style-type: none"> <li>- Functional system:               <ul style="list-style-type: none"> <li>○ Financial</li> <li>○ Human Resource</li> <li>○ Marketing</li> <li>○ Production and Operations</li> </ul> </li> <li>- Enterprise Systems: Business Process integration               <ul style="list-style-type: none"> <li>○ ERP</li> <li>○ Supply chain management systems</li> <li>○ CRM</li> <li>○ Business Intelligence</li> </ul> </li> </ul>	10	18
<b>IV</b>	<b>Ethical Issues pertaining to IS:</b> <ul style="list-style-type: none"> <li>• Ethical responsibilities of business professionals</li> <li>• Computer crime – hacking &amp; cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses &amp; worms, adware and spyware</li> </ul> <b>Information Security:</b> <ul style="list-style-type: none"> <li>• First line of defense – People / employees</li> <li>• Second line of defense – Technology for authorization, prevention, detection and response</li> </ul> <b>Contemporary/ emerging technologies:</b> <ul style="list-style-type: none"> <li>• Cloud and mobile computing</li> <li>• E-commerce, m-commerce</li> <li>• Internet of Things</li> </ul>	10	17
<b>V</b>	<b>Practical:</b> Students should simulate an organization and its processes and create a hypothetical information system. Students should study the information systems adapted by various business entities.	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks



# GUJARAT TECHNOLOGICAL UNIVERSITY

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With effective  
from academic  
year 2018-19

<b>B</b>	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
<b>C</b>	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>

## 6. Reference Books

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Kenneth Laudon, Jane Laudon	Essentials of Management Information Systems	PHI	10 <sup>th</sup>
2	Kenneth Laudon, Jane Laudon	Information Systems: Managing the Digital Firm Management	Pearson	Latest
3	Stephen Haag, Amy Philips	Business Driven Technology	McGraw Hill	Latest
4	James A O'Brien, George M Marakas, Ramesh Behl	Management Information Systems	TMH	Latest
5	Stephen Haag, Maeve Cummings, Amy Philips	Management Information Systems for the Information Age	McGraw Hill	Latest
6	W.S. Jawadekar	Management Information systems	TMH	Latest
7	Raymond McLeod and George P. Schell	Management Information systems	Pearson	10 <sup>th</sup>
8	Efraim Turban, Jay E. Aronson and Ting-Peng Liang	Decision Support Systems and Intelligent Systems Management	Pearson	Latest
9	EfraimTurban, Dorothy Leidner, Ephraim McLean and James Wetherbe	Information Technology for Management: Transforming Organizations in Digital Economy	Wiley	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. MIS Quarterly, University of Minnesota
2. CIO
3. Computer Express
4. Digichip
5. PC World
6. Computer Shopper
7. Dataquest



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

**Subject Name: Business Statistics (BS)**

**Subject Code: 4519207**

With effective  
from academic  
year 2018-19

## 1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Understanding the science of gathering, analysing and using data to assist in business decision making</li> <li>Understanding various quantitative tools and techniques relevant to business analysis</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Ability to interpret statistical analysis tools commonly used in business decision making</li> <li>Ability to critically evaluate business information including the graphics and probability statements</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	---
Social Responsiveness and Ethics (SRE)	---
Effective Communication (EC)	---
Leadership and Teamwork (LT)	---

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

## 3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
<b>I</b>	<p><b>Introduction to Business Statistics:</b></p> <ul style="list-style-type: none"> <li>Introduction to Statistics, Statistics in Business, Types of data – Nominal, Ordinal, Interval, Ratio.</li> <li>Types of variables – Dependent, independent, moderating, intervening, extraneous. Discrete / continuous.</li> <li>Charts and Graphs.</li> </ul> <p><b>Descriptive Statistics:</b></p> <ul style="list-style-type: none"> <li>Measure of central tendency – mean, median, quartile, mode (for Group and ungrouped data)</li> <li>Measure of variability – Range, interquartile range, standard deviation, variance, coefficient of variation, (for Group and ungrouped data)</li> <li>Measures of shape – kurtosis, skewness, boxplot.</li> </ul> <p><b>Probability:</b></p> <ul style="list-style-type: none"> <li>Introduction to probability</li> <li>Theories of probability – Classical, Relative frequency and subjective.</li> <li>Laws of probability – addition, multiplication.</li> <li>Inverse Probability.</li> <li>Revision of probability: BAYES' RULE</li> </ul>	10	17
<b>II</b>	<p><b>Probability Distribution:</b></p> <ul style="list-style-type: none"> <li>Discrete distribution – Binomial, Poisson.</li> </ul>	10	17



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

Subject Name: Business Statistics (BS)

Subject Code: 4519207

With effective  
from academic  
year 2018-19

	<ul style="list-style-type: none"> <li>Continuous distribution – Uniform, normal.</li> </ul> <b>Hypothesis testing:</b> <ul style="list-style-type: none"> <li>Types of hypothesis – research, statistical, substantive.</li> <li>Null and alternative hypothesis.</li> <li>One-tailed &amp; Two-tailed test.</li> <li>Types of Error – Type I &amp; Type II.</li> <li>Level of significance.</li> <li>Steps of hypothesis testing.</li> </ul>		
III	<b>Parametric Tests:</b> <u>Uni-variate tests:</u> <ul style="list-style-type: none"> <li>z-test, T-test, Levene's F-test</li> </ul> <u>Bi-variate tests:</u> <ul style="list-style-type: none"> <li>T-test – Paired and independent, Pearson's Correlation, Simple Linear Regression, One Way ANOVA</li> </ul>	10	18
IV	<b>Non-Parametric Tests:</b> <u>Uni-variate tests:</u> <ul style="list-style-type: none"> <li>Chi-square goodness of fit for uniform distribution</li> </ul> <u>Bi-variate tests:</u> <ul style="list-style-type: none"> <li>Spearman's Rank Correlation, Mann-Whitney U test, Wilcoxon Sign Paired Rank Test, Chi-square test of independence</li> </ul> <u>Multivariate:</u> <ul style="list-style-type: none"> <li>Kruskal-Wallis, Friedman's test</li> </ul> <b>Multivariate analysis:</b> <ul style="list-style-type: none"> <li>Overview of Multiple Regression, Factor Analysis, Multidimensional scaling, Discriminant analysis. ( theoretical concepts only)</li> </ul>	10	18
V	<b>Practical:</b> Students should apply the statistical hypothesis testing on assumed/hypothesized data using statistical software.	---	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 50 Marks)
A	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	30 marks
	<ul style="list-style-type: none"> <li>Class Presence &amp; Participation</li> </ul>	10 marks
	<ul style="list-style-type: none"> <li>Quiz</li> </ul>	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> Semester

Subject Name: Business Statistics (BS)

Subject Code: 4519207

With effective  
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## 6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Ken Black	Business Statistics for Contemporary Decision making	Wiley	Latest Edition
2	Sanjiv Jaggia, Alison Kelly	Business Statistics	McGraw Hill	Latest Edition
3	Richard I. Levin and David S. Rubin	Statistics for Management	Pearson	Latest Edition
4	D. P. Apte	Statistics for Managers	Excel	Latest Edition
5	Gerald Keller & Hitesh Arora	Business Statistics	Cengage	Latest Edition
6	Joseph Francis	Business Statistics	Cengage	Latest Edition
7	T N Srivastava and Shailaja Rego	Statistics for Management	TMH	Latest Edition
8	K. B. Akhilesh & S. B. Balasubrahmanyam	Mathematics and Statistics for Management	Vikas	Latest Edition
9	Naval Bajpai	Business Statistics	Pearson	Latest Edition
10	D. P. Apte	M. S. Excel: Statistical Tools for Managers	Excel	Latest Edition
11	Qazi Zameerudin, Vijay K. Khara, S. K. Bhamri	Business Mathematics	Vikas	Latest Edition

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Journal of Indian Business Research
2. International Journal of Statistics and Analysis
3. Sankhya – Indian Journal of Statistics
4. Economic Times
5. Financial Express
6. Business Standard
7. Economic & Political Weekly
8. Vikalpa