



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1st Semester

Subject Name: Management Accounting (MA)

Subject Code: 4519201

With effective
from academic
year 2018-19

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">Assess the methods and techniques of preparing financial statements.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">Analyze and evaluate relevant management accounting and costing information to recommend various operational, investment, and pricing decisions.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">Compile and assess financial statements in accordance with globally acceptable Principles.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">Distinguish between ethical and unethical practices by analyzing financial statements.
Effective Communication (EC)	<ul style="list-style-type: none">Develop communication, presentation and writing skills for effective presentation of financial information.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">Influence team members to collaborate and contribute towards effective decision making using management accounting tools and techniques.

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	Basic understanding of Management Accounting: <ul style="list-style-type: none">Meaning and definitionComparison among Financial Accounting, Management Accounting and Cost Accounting.Accounting Principles – concepts and conventionsOverview of Accounting ProcessJournal Entries, Ledger-Posting and Preparation of Trial BalanceBasic overview of IFRS and Indian Accounting Standards (Ind.AS) Understanding and Preparing Corporate Financial Statements: <ul style="list-style-type: none">Corporate Profit & Loss Account and Corporate Balance Sheet (Vertical B/S only).	10	18
II	Financial Statement Analysis: <ul style="list-style-type: none">Horizontal analysisVertical AnalysisTrend AnalysisRatio AnalysisCash Flow Statement	10	18
III	Inventory valuation: <ul style="list-style-type: none">FIFO, Weighted Average Method & LIFO (Preparation of stock register card only)	10	17



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	Depreciation: <ul style="list-style-type: none"> • Straight line method, written down value method • Retrospective effect (Only Theoretical Perspective) Cost Accounting: <ul style="list-style-type: none"> • Meaning and definition of cost • Cost concepts and classification Costing Methods: <ul style="list-style-type: none"> • Unit Costing, Process costing(excluding equivalent unit of production) 		
IV	Profit Planning & Decision Making: <ul style="list-style-type: none"> • Marginal costing & CVP Analysis • Short term decision making 	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 th / Latest
2	Ambrish Gupta	Financial Accounting for Management	Pearson	5 th / 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
6	M. N. Arora	A Textbook of Cost and Management Accounting	Vikas	10 th / Latest



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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, 1st 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 (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• <i>Interpret</i> economic policies, Union Budget and economy of India.• <i>Evaluate</i> the different market structures or equilibrium for different industries.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• <i>Derive</i> the combination of inputs which maximizes profits; optimal quantity of goods to produce.• <i>Analyze</i> the relationship between production and cost functions.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• <i>Evaluate</i> the influence of global economic, political and other influences on our country's economy and market.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• <i>Analyze</i> causes and consequences of unemployment, inflation and economic growth.
Effective Communication (EC)	<ul style="list-style-type: none">• <i>Interpret</i> economic content and use appropriate terminology while communicating for decision making.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• <i>Function</i> independently or as a member of team tasked with recommending competitive strategies according to the nature of products, market structures and business cycles.

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	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
II	Market structure and Pricing: <ul style="list-style-type: none">• Perfect competition• Monopoly competition• Oligopoly competition• Monopolistic competition	10	18
III	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
IV	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



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V	Case: Pricing, admission to a museum. (Module I) Case: The De Beers Diamond Monopoly (Module I) Case: Near empty restaurants and off-season miniature 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	---	(30 marks CEC)
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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:

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	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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7	C. Rangarajan and B. H.	Principles of Macroeconomics	TMH	Latest Edition
8	Samuelson and Nordhaus	Economics	TMH	16 th 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, 1st Semester

Subject Name: Managerial Communication (MC)

Subject Code: 4519203

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none">• <i>Differentiate</i> different forms and theories of managerial communication.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none">• <i>Determine</i> the respective communication considerations to be made in varying business scenarios.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none">• <i>Compare</i> the context of communication across varied cultures.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none">• <i>Determine</i> the most appropriate behaviour which is socially acceptable.
Effective Communication (EC)	<ul style="list-style-type: none">• <i>Assess</i> personal communication skills.• <i>Demonstrate</i> the ability to prepare and deliver effective presentations and pitches to suit various business scenarios.
Leadership and Teamwork (LT)	<ul style="list-style-type: none">• <i>Develop</i> interpersonal & intrapersonal communication skills for organizational effectiveness, group cohesiveness and effective leadership.

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>EFFECTIVE COMMUNICATION IN BUSINESS:</p> <ul style="list-style-type: none">• Importance of Communication & Forms of Communication• Communication Network of the Organisation <p>Process of Communication:</p> <ul style="list-style-type: none">• Different Stages• Difference between Oral & Written Communication. <p>Role of Verbal & 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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II	STRATEGIES FOR SUCCESSFUL LISTENING AND SPEAKING SKILLS <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	ORAL COMMUNICATION: <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	WRITTEN BUSINESS COMMUNICATION: 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	Practical: 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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Subject Code: 4519203

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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	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 Schneiter 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, 1st Semester

Subject Name: Organizational Behaviour (OB)

Subject Code: 4519204

With effective
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year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Analyze workplace behaviours using the theoretical frameworks and perspectives.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Develop knowledge and skills to formulate strategies and recommendations to achieve organization behavioural outcomes.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Assess the impact of different cultures on the individual's behaviour and thereby its influence on group dynamics and business performance.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Evaluate social and ethical implications of strategies to achieve desired organization behavioural outcomes.
Effective Communication (EC)	<ul style="list-style-type: none"> Analyze and differentiate tactics of communication for improving organizational effectiveness.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Build people and leadership skills essential for managerial success. Examine group dynamics, group types and team working techniques. Identify leadership styles and the role of leaders in a decision making process

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>Foundations of Management and O.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.</p> <p>Concepts of O.B:</p> <ul style="list-style-type: none"> Understanding OB Model of OB Disciplines contributing to the field of OB 	10	17
II	<p>Understanding dynamics of Individual behavior: Understanding Personality, Values, Attitude and their impact on behavior at work, Understanding motivation at work</p>	10	17
III	<p>Understanding dynamics of Group behavior: Understanding the process of Perception: How we make sense of Our environment , Understanding Groups and Teams, Group Dynamics, Transactional Analysis, Organizational Change and stress Management</p>	10	18



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



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Syllabus for Master of Business Administration, 1st Semester

Subject Name: Organizational Behaviour (OB)

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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



1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Inculcate</i> statistical thinking for business decision-making under uncertainty.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Determine</i> appropriate statistical tools / techniques to evaluate business information.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Analyze</i> data and information with the use of globally accepted basic tools/techniques and derive solutions for appropriate business problems.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Appraise</i> the ethicality of the inferences drawn from the results of the statistical tools or techniques.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Propose</i> and <i>justify</i> decisions to stakeholders based on results of rational statistical analyses.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Enhance</i> team’s comprehension of statistically powered decision making.

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>Introduction to Business Statistics:</p> <ul style="list-style-type: none"> • Introduction to Statistics, Statistics in Business, Types of data – Nominal, Ordinal, Interval, Ratio. • Types of variables – Dependent, independent, moderating, intervening, extraneous. Discrete / continuous. • Charts and Graphs. <p>Descriptive Statistics:</p> <ul style="list-style-type: none"> • Measure of central tendency – mean, median, quartile, mode (for Group and ungrouped data) • Measure of variability – Range, interquartile range, standard deviation, variance, coefficient of variation, (for Group and ungrouped data) • Measures of shape – kurtosis, skewness, boxplot. <p>Probability:</p> <ul style="list-style-type: none"> • Introduction to probability • Theories of probability – Classical, Relative frequency and subjective. • Laws of probability – addition, multiplication. • Inverse Probability. • Revision of probability: BAYES’ RULE 	10	17
II	<p>Probability Distribution:</p> <ul style="list-style-type: none"> • Discrete distribution – Binomial, Poisson. 	10	17



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1st Semester

Subject Name: Business Statistics (BS)

Subject Code: 4519207

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



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1st Semester
Subject Name: Developing Contributory Skills – I (DCS-I)
Subject Code: 4519208

With effective
 from academic
 year 2019-20

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> • <i>Develop</i> critical thinking practice as a necessary ingredient in decision-making capabilities. • <i>Evaluate</i> business situations through the detailed understanding of learning from case studies.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> • <i>Inculcate</i> the habit of analysis as a routine and seek and know the reasoning behind any situation, decision, data, information, news, etc. • <i>Use</i> MS Word and MS Excel to enhance work productivity. • <i>Demonstrate</i> how to apply an analysis framework to an in-depth case example indicating necessary connections formed during analysis.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> • <i>Assess</i> global management practices through case studies of MNCs and foreign institutions.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> • <i>Develop</i> critical thinking to assess the ethical concerns in any business decision making situations. • <i>Judge</i> the appropriateness of business etiquettes specific to any social interaction in business settings.
Effective Communication (EC)	<ul style="list-style-type: none"> • <i>Develop</i> excellent listening, speaking and writing skills backed by creative, critical and lateral thinking. • <i>Effectively use</i> MS Word and MS Excel for generating reports and communicating information. • <i>Use</i> the norms of business etiquettes to communicate a professional behaviour.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> • <i>Develop</i> as managers who know how to think, i.e. how to become independent, self-directed thinkers and learners.

2. Course Duration: The course duration is of **20 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Module Content	No. of Sessions	50 Marks (External Evaluation)
I	Creative and Critical Thinking <ul style="list-style-type: none"> • Creative thinking <ul style="list-style-type: none"> • Meaning • Top creative thinking skills • Ways to develop creative thinking skills • Critical thinking <ul style="list-style-type: none"> • Meaning • Critical thinking characteristics • Barriers to critical thinking <ul style="list-style-type: none"> ○ Ways to improve critical thinking 	07	17
II	Case Study Learning <ul style="list-style-type: none"> • Introduction to Case Study • Types of cases 	05	12



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	<ul style="list-style-type: none">• Case Elements• Preparing for case based learning		
III	Business Etiquettes <ul style="list-style-type: none">• Introductions, telephone, e-mail, meetings	02	05
IV	MS – Word, MS – Excel <ul style="list-style-type: none">• MS-Word<ul style="list-style-type: none">○ Home<ul style="list-style-type: none">▪ Format Painter, table of content, font, paragraph, select, find-replace○ Insert<ul style="list-style-type: none">▪ Cover page, blank page, page break, comment, header – footer▪ Table▪ Shapes & symbols▪ Hyperlink▪ Page number○ Design<ul style="list-style-type: none">▪ Document formatting▪ Page border and color▪ Theme, watermark○ Layout<ul style="list-style-type: none">▪ Margins, orientation▪ Indent, spacing, columns○ References<ul style="list-style-type: none">▪ Table of content▪ Insert footnote and endnote▪ Insert citation▪ Cross-reference• MS-Excel<ul style="list-style-type: none">○ Home<ul style="list-style-type: none">▪ Merge and center, wrap text, number▪ Editing▪ Cells○ Insert<ul style="list-style-type: none">▪ Table, pivot table▪ Charts○ Page Layout<ul style="list-style-type: none">▪ Margins, orientation, size, print area▪ Indent, spacing, columns○ Formula<ul style="list-style-type: none">▪ Auto sum▪ Statistical▪ Lookup○ Data<ul style="list-style-type: none">▪ Sort, Filter○ Review<ul style="list-style-type: none">▪ Protect Sheet	07	16



GUJARAT TECHNOLOGICAL UNIVERSITY

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4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Interactive class room activities, discussions, games
- Self-assessment tests for creativity and critical thinking
- Computer lab practice

5. Evaluation:

Students shall be evaluated on the following components:

A	End –Semester Examination	(External Assessment - 50 Marks)
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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1st Semester
Subject Name: Relational Database Management System
Subject Code: 4519601

With effective
from academic
year 2020-21

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Understand the fundamental elements of database and relational database management systems in particular Analyze how to convert the ER-model to relational tables and normalize their structures.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Analyze the operations and use of databases management systems in organization.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Analyze how to populate relational databases and formulate SQL queries to manage data.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Illustrate the impact of databases management systems in maintaining data integrity and security
Effective Communication (EC)	
Leadership and Teamwork (LT)	

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4519206	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Understand the fundamental concepts of database and relational database management systems in particular.	-	3	2	1	1	1	2	-	2
LO2: Analyze how to convert the ER-model to relational tables and normalize their structures.	1	3	3	3	1	2	2	-	2
LO3: Analyze how to populate relational databases and formulate SQL queries to manage data.	1	3	3	2	2	2	1	-	2
LO4: Illustrate the impact of databases management systems in maintaining data integrity and security	3	3	3	1	-	2	1	-	2

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

3. Course Contents:

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
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GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1st Semester
Subject Name: **Relational Database Management System**
Subject Code: **4519601**

With effective
from academic
year 2020-21

I	Introduction to DBMS Basic concepts: Data, Information, Data types Data Management: File-based Data Management, Disadvantages Database: Organization, of a Database, Characteristics of Data in a Database DBMS: Advantages, Functions Components of a DBMS: Data dictionary, Database Users Database Architecture: Data Abstraction, Logical and Physical data independence Database languages, Database Design, Database constraints	10	17
II	Data Models and Concepts of E-R Modeling Conceptual, Physical and Logical Database Models, Database relationships, Hierarchical model, Network Model, Relational Model E-R Model - Components of an E-R Model, E-R conventions, Relationships, Composite entities, Entity list, E-R diagrams, E-R Modeling symbols, Super class, subclass entity types, E-R Diagram exercises	10	18
III	Relational Database Design RDBMS terminology, Relational Data structure, Relational data manipulation, Codd's rules, Integrity constraints, Pitfalls of Relational database design, decomposition, functional dependencies, Normalization, Keys, Relationships, First Normal Form(1NF), Second Normal form(2NF), Third normal Form(3NF), Boyce-Codd Normal Form (BCNF), Denormalization, Data security	10	17
IV	Structured Query Language (SQL) Features of SQL, Data Definition Language (DDL), Data Manipulation Language (DML), Views, Functions in SQL, Rollback, Commit and Save point, Group By and Having Clauses, Subqueries, Examples of SQL	10	18
	Practical – a. Study of Contemporary Database trends and application Class Presentations –(Suggestive List)- Most popular RDBMS (like ORACLE, MYSQL etc.), Introduction of RDBMS, History, Key Features, Key Benefits / Advantages Comparison of databases (Key challenges) Data Warehouse, data mining, Big Data, Data	-	Internal Evaluation of CEC (30 marks)



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1st Semester
Subject Name: Relational Database Management System
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	Governance, Business Analytics etc. b) Database Design Projects Each group should collectively identify area or system and to the extent perform database design. The key tasks are <ul style="list-style-type: none">• To identify a business problem (Application)• Build Database design (using normalization)• Implements database design (Keys, Tables, Relationships)• List relational operation		
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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:

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:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Instructional Software Research & Development (by ISRD) Group	Introduction to Database Management Systems	Tata McGraw Hill Publication	Latest Edition
2	Dr. Rajiv Chopra	Database Management Systems	S. Chand	Latest Edition
3	Ramakrishnan, Gehrke	Database Management Systems	McGraw Hill	Latest Edition
4	Alexis Leon, Mathews Leon	Essentials of Database Management Systems	Tata McGraw Hill Publication	Latest Edition



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1st Semester
Subject Name: Relational Database Management System
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5	Elmasri and Navathe	Fundamentals of Database Systems	Pearson Education	Latest Edition
6	C. J. Date, A. Kannan, S. Swamynathan	An Introduction to Database Systems	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. Database trends and application (DBTA)
2. Dataquest
3. Computer Express
4. Digichip
5. PC World

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1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> Analyze how various information technology systems work together to accomplish the information needs and objectives of an organization.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> Analyze the role played by types of information technology systems at various levels and functional areas of the organization.
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> Understand how data communication and networking concepts are used by various organizations across the world.
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> Illustrate the impact of information technology in society in context of ethical, social and security concerns.
Effective Communication (EC)	<ul style="list-style-type: none"> Explain relationships between concepts of information systems, organization, management and strategy.
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> Evaluate the internet applications and role of information systems in supporting various levels of business strategy.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4519206	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
LO1: Analyze how various information technology systems work together to accomplish the information needs and objectives of an organization.	3	3	2	1	1	1	-	1	2
LO2: Analyze the role played by types of information technology systems at various levels and functional areas of the organization.	2	2	1	1	-	-	-	2	2
LO3: Understand how data communication and networking concepts are used by various organizations across the world.	2	2	1	1	3	-	-	1	1
LO4: Illustrate the impact of information technology in society in context of ethical, social and security concerns.	1	-	-	2	-	-	3	1	1
LO5: Explain relationships between concepts of information systems, organization, management and strategy.	2	2	2	3	-	-	2	-	1
LO6: Evaluate the internet applications and role of information systems in supporting various levels of business strategy.	2	1	3	3	-	-	3	1	1



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

3. **Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p>Organization and Information Technology Systems: <u>The Organization:</u></p> <ul style="list-style-type: none">• Structure, Managers and activities.• The level of people and types of decisions and their information needs.• Changing Environment and its impact on Business - The IT/IS and its influence. <p><u>Information Technology Systems:</u></p> <ul style="list-style-type: none">• Data, information and its attributes.• Information Systems – meaning, functions and dimensions and need.• Categorization of Organizational Information Systems – hierarchical and functional perspective.• Managerial challenges related to use of information technology and systems in organization <p><u>Strategic business use of IS:</u></p> <ul style="list-style-type: none">• Interdependence between organization and IS• IS strategies for competitive advantage using Porter’s Five Forces Model and Value Chain Model <p>Growth of IT Sector in India; Trends in IT sector</p>	10	17
II	<p>Types of Information Technology Systems - I: Meaning, functions and applications of:</p> <ul style="list-style-type: none">- Transaction Processing Systems- Management Information Systems- Decision Support Systems- Executive Support / Information Systems<ul style="list-style-type: none">o Digital Dashboardso Data Visualization – Overview, Importance & Hands on session on Excel / Tableauo Artificial Intelligence and Machine Learning- Expert Systems	10	18



<p>III</p>	<p>Overview of Data Communications and Networking Layers: Analog and Digital data, Analog and Digital Signals, Analog versus Digital, Data Rate Limit, Transmission Impairment, More about signals. Data Communication: Characteristics of Data Communication, Components of Data Communication Data Flow: Simplex, Half Duplex, Full Duplex Network Hardware: - LAN, MAN, WAN, Wireless Networks and Internetworks Network Software: Protocol Hierarchies, Design Issues for the Layer, Interfaces and Services Networking Layers: Physical Layer, Data Link Layer, Network Layer, Transport Layer, Session Layer, Presentation Layer, and Application Layer. Reference Models: Comparison of the OSI and TCP / IP Reference Model</p> <p>Internet Fundamentals: Internetworking, History & Scope of internet, Internet protocol and standardization, Role of ISP & Factors for choosing an ISP, Internet service providers in India, Types of connectivity such as Dial Up, leased line, VSAT etc., Internet server & client modules.</p> <p>Internet Applications & Services: E-Mail, Email protocols, Format of an email message, Email routing, Email client, FTP, Types of FTP servers, FTP clients, Telnet, Telnet protocol, Telnet Server, Telnet clients, Internet Relay Chat, IRC network & servers, Channels, WWW (World Wide Web), Browser.</p>	<p>10</p>	<p>18</p>
<p>IV</p>	<p>Information Security:</p> <ul style="list-style-type: none">• First line of defense – People /employees, Computer crime – hacking & cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses & worms, adware and spyware• Second line of defense – Technology for authorization, prevention, detection and response - (Digital Signatures, cryptography, Firewalls, Intrusion Detection Systems)• Information security Audit <p>Contemporary/ emerging technologies:</p> <ul style="list-style-type: none">• Cloud and mobile computing• E-commerce, M-commerce• E-Governance• Internet of Things (IoT)	<p>10</p>	<p>17</p>



V	Practical: 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)
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Pedagogy:

- ICT enabled Classroomteaching
- Casestudy
- Practical / liveassignment
- Interactive class roomdiscussions

4. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous EvaluationComponent	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)

5. ReferenceBooks

No.	Author	Name of the Book	Publisher	Yearof Publication / Edition
1	Kenneth Laudon, Jane Laudon	Essentials of Management Information Systems	PHI	10 th
2	Kenneth Laudon, Jane Laudon	Information Systems: Managing the Digital Firm Management	Pearson	Latest
3	Andrew S. Tanenbaum	Computer Networks	PHI	Latest
4	Behrouz A. Forouzan	Data Communications and Networking	McGraw Hill	Latest
5	Stephen Haag, Amy Philips	Business Driven Technology	McGraw Hill	Latest
6	James A O'Brien, George	Management Information	TMH	Latest

	M Marakas, Ramesh Behl	Systems		
7	Stephen Haag, Maeve Cummings, Amy Philips	Management Information Systems for the Information Age	McGraw Hill	Latest
8	W.S. Jawadekar	Management Information systems	TMH	Latest
9	Raymond McLeod and George P. Schell	Management Information systems	Pearson	10 th



10	Efraim Turban, Jay E. Aronson and Ting-Peng Liang	Decision Support Systems and Intelligent Systems Management	Pearson	Latest
11	Efraim Turban, 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.

6. 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

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