



# 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 (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Assess the methods and techniques of preparing financial statements.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Analyze and evaluate relevant management accounting and costing information to recommend various operational, investment, and pricing decisions.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Compile and assess financial statements in accordance with globally acceptable Principles.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Distinguish between ethical and unethical practices by analyzing financial statements.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Develop communication, presentation and writing skills for effective presentation of financial information.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Influence team members to collaborate and contribute towards effective decision making using management accounting tools and techniques.</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>Basic understanding of Management Accounting:</b></p> <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> <p><b>Understanding and Preparing Corporate Financial Statements:</b></p> <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	<p><b>Financial Statement Analysis:</b></p> <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	<p><b>Inventory valuation:</b></p> <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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	<p><b>Depreciation:</b></p> <ul style="list-style-type: none"> <li>• Straight line method, written down value method</li> <li>• Retrospective effect (Only Theoretical Perspective)</li> </ul> <p><b>Cost Accounting:</b></p> <ul style="list-style-type: none"> <li>• Meaning and definition of cost</li> <li>• Cost concepts and classification</li> </ul> <p><b>Costing Methods:</b></p> <ul style="list-style-type: none"> <li>• Unit Costing, Process costing(excluding equivalent unit of production)</li> </ul>		
IV	<p><b>Profit Planning &amp; Decision Making:</b></p> <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:

A	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<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	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
6	M. N. Arora	A Textbook of Cost and Management Accounting	Vikas	10 <sup>th</sup> / 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, 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 (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Interpret</i> economic policies, Union Budget and economy of India.</li> <li>• <i>Evaluate</i> the different market structures or equilibrium for different industries.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Derive</i> the combination of inputs which maximizes profits; optimal quantity of goods to produce.</li> <li>• <i>Analyze</i> the relationship between production and cost functions.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Evaluate</i> the influence of global economic, political and other influences on our country's economy and market.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> causes and consequences of unemployment, inflation and economic growth.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Interpret</i> economic content and use appropriate terminology while communicating for decision making.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <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.</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	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	<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
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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<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	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 <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 Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"><li>• <i>Differentiate</i> different forms and theories of managerial communication.</li></ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"><li>• <i>Determine</i> the respective communication considerations to be made in varying business scenarios.</li></ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"><li>• <i>Compare</i> the context of communication across varied cultures.</li></ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"><li>• <i>Determine</i> the most appropriate behaviour which is socially acceptable.</li></ul>
Effective Communication (EC)	<ul style="list-style-type: none"><li>• <i>Assess</i> personal communication skills.</li><li>• <i>Demonstrate</i> the ability to prepare and deliver effective presentations and pitches to suit various business scenarios.</li></ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"><li>• <i>Develop</i> interpersonal &amp; intrapersonal communication skills for organizational effectiveness, group cohesiveness and effective leadership.</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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Subject Name: Managerial Communication (MC)

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II	<p><b>STRATEGIES FOR SUCCESSFUL LISTENING AND SPEAKING SKILLS</b></p> <p><u>Listening Skills:</u> Definition, Types, Purposes for listening, Anatomy of poor listening, Features of a good Listener.</p> <p><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</p>	10	21
III	<p><b>ORAL COMMUNICATION:</b></p> <p><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.</p>	10	21
IV	<p><b>WRITTEN BUSINESS COMMUNICATION:</b></p> <p>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.</p>	10	14
V	<p><b>Practical:</b></p> <p>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.</p>	---	(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:

	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, 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 (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>Analyze workplace behaviours using the theoretical frameworks and perspectives.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>Develop knowledge and skills to formulate strategies and recommendations to achieve organization behavioural outcomes.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>Assess the impact of different cultures on the individual's behaviour and thereby its influence on group dynamics and business performance.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>Evaluate social and ethical implications of strategies to achieve desired organization behavioural outcomes.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>Analyze and differentiate tactics of communication for improving organizational effectiveness.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>Build people and leadership skills essential for managerial success.</li> <li>Examine group dynamics, group types and team working techniques.</li> <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	<p><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.</p> <p><b>Concepts of O.B:</b></p> <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	<p><b>Understanding dynamics of Individual behavior:</b> Understanding Personality, Values, Attitude and their impact on behavior at work, Understanding motivation at work</p>	10	17
III	<p><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, Organizational Change and stress Management</p>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

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

Subject Name: Organizational Behaviour (OB)

Subject Code: 4519204

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<b>IV</b>	<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
<b>V</b>	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:

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



# GUJARAT TECHNOLOGICAL UNIVERSITY

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

Subject Name: Organizational Behaviour (OB)

Subject Code: 4519204

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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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester  
Subject Name: Business Ethics & Corporate Governance  
Subject Code: 4519205

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"><li>• <i>Relate</i> the concepts and principles of ethical reasoning to specific ethical issues.</li><li>• <i>Comprehend</i> the legal and regulatory structure of business and its bearing on ethical issues in business.</li></ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"><li>• Critically <i>evaluate</i> the concepts and mechanics of internal auditing that are applied to determine and ensure compliance with corporate governance and ethical policies.</li></ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"><li>• <i>Relate</i> the evolution of diverse ownership and governance structures across different economies and cultures.</li></ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"><li>• <i>Assess</i> the ethical basis of corporate organisation and governance, including the ethical arguments for and against the concepts of corporate social responsibility and stakeholder management</li></ul>
Effective Communication (EC)	<ul style="list-style-type: none"><li>• <i>Develop</i> and <i>demonstrate</i> an ability to write and debate about aspects of business ethics and corporate governance in a manner that is analytical, logical and critical.</li><li>• <i>Explain</i> the external reporting requirements relating to corporate governance which apply to organisations.</li></ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"><li>• <i>Function</i> effectively as a member or leader of a team for identifying ethical issues and developing solutions.</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></ul>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester  
**Subject Name: Business Ethics & Corporate Governance**  
**Subject Code: 4519205**

With effective  
 from academic  
 year 2018-19

	<ul style="list-style-type: none"> <li>Whistle Blowing.</li> </ul>		
III	<p><b>Corporate Governance:</b>  <u>Meaning of Corporate Governance:</u></p> <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               <ul style="list-style-type: none"> <li>The balancing of conflicting objectives.</li> </ul> </li> </ul> <p><u>Indian and Global Scenario:</u></p> <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>	10	18
IV	<p><b>Strengthening Corporate Governance:</b>  <u>Key Issues in CG:</u></p> <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> <p><u>Corporate Social Responsibility (CSR):</u></p> <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	<p><b>Practical:</b>          The students may be given a term paper either individually or in group of 2 to 3 students on topic like:</p> <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)



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2<sup>nd</sup> Semester  
Subject Name: Business Ethics & Corporate Governance  
Subject Code: 4519205

With effective  
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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:

	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
<b>A</b>	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
<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	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.Fritsch	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 (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Determine</i> the appropriateness of information systems and technologies for enhancing the organization's efficiency and effectiveness.</li> <li>• <i>Assess</i> the relationship between organizations, information systems and business processes.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Analyse</i> how information systems and technologies impact a firm in terms of value creation and providing strategic advantage for a firm.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• Critically <i>evaluate</i> the impact of information systems in the global context.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Prioritize</i> ethical concerns while developing and managing information systems and technologies.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the information needs of an organization.</li> <li>• <i>Develop</i> effective presentation skills to communicate strategic IS alternatives.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Function</i> effectively as a member or leader of a team for designing, implementing and evaluating an information system based solution.</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>Organization and Information Systems:</b></p> <p><u>The Organization:</u></p> <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> <p><u>Information Systems:</u></p> <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> <p><u>Strategic business use of IS:</u></p> <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
II	<p><b>Types of Information systems - I:</b></p> <p>Meaning, functions and applications of:</p>	10	18



# GUJARAT TECHNOLOGICAL UNIVERSITY

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

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	<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><li>o Artificial Intelligence and Machine Learning</li></ul></li><li>- Expert Systems</li></ul>		
III	<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>o Financial</li><li>o Human Resource</li><li>o Marketing</li><li>o Production and Operations</li></ul></li><li>- Enterprise Systems: Business Process integration<ul style="list-style-type: none"><li>o ERP</li><li>o Supply chain management systems</li><li>o CRM</li><li>o Business Intelligence</li></ul></li></ul>	10	18
IV	<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 defence – People / employees</li><li>• Second line of defence – 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
V	<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:



# GUJARAT TECHNOLOGICAL UNIVERSITY

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

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A	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<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 (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Inculcate</i> statistical thinking for business decision-making under uncertainty.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Determine</i> appropriate statistical tools / techniques to evaluate business information.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Analyze</i> data and information with the use of globally accepted basic tools/techniques and derive solutions for appropriate business problems.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Appraise</i> the ethicality of the inferences drawn from the results of the statistical tools or techniques.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Propose</i> and <i>justify</i> decisions to stakeholders based on results of rational statistical analyses.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Enhance</i> team's comprehension of statistically powered decision making.</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>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
II	<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

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	<ul style="list-style-type: none"> <li>Continuous distribution – Uniform, normal.</li> </ul> <p><b>Hypothesis testing:</b></p> <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	<p><b>Parametric Tests:</b></p> <p><u>Uni-variate tests:</u></p> <ul style="list-style-type: none"> <li>z-test, T-test, Levene's F-test</li> </ul> <p><u>Bi-variate tests:</u></p> <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	<p><b>Non-Parametric Tests:</b></p> <p><u>Uni-variate tests:</u></p> <ul style="list-style-type: none"> <li>Chi-square goodness of fit for uniform distribution</li> </ul> <p><u>Bi-variate tests:</u></p> <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> <p><u>Multivariate:</u></p> <ul style="list-style-type: none"> <li>Kruskal-Wallis, Friedman's test</li> </ul> <p><b>Multivariate analysis:</b></p> <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	<p><b>Practical:</b></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	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
	<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> <li>Quiz</li> </ul>	10 marks 10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>



# GUJARAT TECHNOLOGICAL UNIVERSITY

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

Subject Name: Business Statistics (BS)

Subject Code: 4519207

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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



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 1<sup>st</sup> 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"> <li>• <i>Develop</i> critical thinking practice as a necessary ingredient in decision-making capabilities.</li> <li>• <i>Evaluate</i> business situations through the detailed understanding of learning from case studies.</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Inculcate</i> the habit of analysis as a routine and seek and know the reasoning behind any situation, decision, data, information, news, etc.</li> <li>• <i>Use</i> MS Word and MS Excel to enhance work productivity.</li> <li>• <i>Demonstrate</i> how to apply an analysis framework to an in-depth case example indicating necessary connections formed during analysis.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Assess</i> global management practices through case studies of MNCs and foreign institutions.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Develop</i> critical thinking to assess the ethical concerns in any business decision making situations.</li> <li>• <i>Judge</i> the appropriateness of business etiquettes specific to any social interaction in business settings.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Develop</i> excellent listening, speaking and writing skills backed by creative, critical and lateral thinking.</li> <li>• <i>Effectively use</i> MS Word and MS Excel for generating reports and communicating information.</li> <li>• <i>Use</i> the norms of business etiquettes to communicate a professional behaviour.</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Develop</i> as managers who know how to think, i.e. how to become independent, self-directed thinkers and learners.</li> </ul>

**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	<b>Creative and Critical Thinking</b> <ul style="list-style-type: none"> <li>• Creative thinking               <ul style="list-style-type: none"> <li>• Meaning</li> <li>• Top creative thinking skills</li> <li>• Ways to develop creative thinking skills</li> </ul> </li> <li>• Critical thinking               <ul style="list-style-type: none"> <li>• Meaning</li> <li>• Critical thinking characteristics</li> <li>• Barriers to critical thinking                   <ul style="list-style-type: none"> <li>○ Ways to improve critical thinking</li> </ul> </li> </ul> </li> </ul>	07	17
II	<b>Case Study Learning</b> <ul style="list-style-type: none"> <li>• Introduction to Case Study</li> <li>• Types of cases</li> </ul>	05	12



# GUJARAT TECHNOLOGICAL UNIVERSITY

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

With effective  
from academic  
year 2019-20

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





# GUJARAT TECHNOLOGICAL UNIVERSITY

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

With effective  
from academic  
year 2019-20

#### 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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GTUQuestionPapers.com