

Gujarat Technological University

Syllabus for New MBA Program effective from Academic Year 2011-12

MBA I

Semester I

Accounting for Managers (AFM)

1. Course Objective:

The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Fundamentals of Accounting Basic understanding of accounting, Accounting Concepts, Conceptual framework of financial statements, Accounting Policies, Journal Entries and preparation of accounts - Trial Balance to Balance sheet and profit and loss Account, Recognition of Income and Expenses, Provisions, Contingent Liabilities	7	17
II	Accounting Standards and Applicability: Disclosure of Accounting Policies (AS-1), Valuation of Inventories (AS-2), Depreciation Accounting (AS-6), Income Recognition & Accrual Income (AS-9), Accounting of Fixed Assets (AS-10), Accounting for Intangible Assets (AS-26), Accounting for Investments (AS-13),	7	17
III	Preparing and Understanding Financial Statements : Corporate Balance sheet, Profit and Loss Account	7	18
IV	Funds Flow Analysis, Financial Statement Analysis & Contemporary Issues	7	18
V	Students should select a particular company and do financial analysis of the same and prepare a report and give a presentation	8	Internal Evaluation (20 marks of CEC)

4. Teaching Method:

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Assignments and Presentations
- (3) Case Analysis

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	R. Narayan Swami	Financial Accounting	PHI	2011 Latest
T2	V. Rajsekaran & R. Lalitha	Financial Accounting	Pearson Education	2011 Latest
T3	T. P. Ghosh	Financial Accounting For Managers	Taxmann	2011 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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Shankar Narayan	Financial Accounting	Cengage	2011 Latest
R2	Rushikesh Bhattacharya	Total Management by Ratios	Sage Publications	Latest
R3	Mohan Rao	Financial Statement Analysis & Reporting	Taxmann	2011 Latest

R4	Ambrish Gupta	Financial Accounting for Management –: An Analytical Perspective	Pearson Education	3rd Edition 2009
R5	S. K. Bhattacharya , John Dearden	Accounting for Management	Vikas Publishing House	Third revised Edition 2008
R6	Ashok Bannerjee	Financial Accounting – A Managerial Emphasis	Excel Books	Latest Edition
R7	Paresh Shah	Basic Accounting for Management	<i>Oxford Higher Education, New Delhi 2008</i>	Latest Edition
R8	Robert N Anthony, David F Hawkins	Accounting: Text and Case	The McGraw- Hill companies	12 th Edition
R9	S N Maheshwari, S K Maheshwari	A Text Book of Accounting for Management	Vikas Publishing, New Delhi	Latest Edition
R10	Ramachandran Kakani	Financial Accounting for Management	TATA McGraw Hill	2011 Latest

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

The Students will have to refer to past issues of the following journals in order to get relevant topic/ information pertaining to the subject.

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad

9. Session Plan:

Session Nos.	Topics to be covered
1	Basic understanding of accounting
2	Accounting Concepts & Conventions
3	Conceptual framework of financial statements, Accounting Policies
4-7	Journal Entries and preparation of accounts - Trial Balance to Balance sheet and profit and loss Account, Recognition of Income and Expenses, Provisions, Contingent Liabilities & Assets
8-9	Accounting Standards and Applicability: Disclosure of Accounting Policies (AS-1), Valuation of Inventories (AS-2),
10-11	Depreciation Accounting (AS-6), Income Recognition & Accrual Income (AS-9),
12-14	Accounting of Fixed Assets (AS-10), Accounting for Intangible Assets (AS-26), Accounting for Investments (AS-13),
15-21	Preparing and Understanding Financial Statements : Corporate Balance sheet, Profit and Loss Account
22-24	Funds Flow Analysis
25-26	Financial Statement Analysis : Multi-step, horizontal, vertical, and trend analysis, Inter-firm comparison – group performance
27-28	Contemporary issues: GAAP and IFRS, IAS, Indian GAAP and US GAAP
29-36	Student should select a particular company and carry out financial analysis of the same, prepare a short report and give public presentation

MBA I

Semester I

Economics for Managers (EFM)

1. Course Objective:

- To impart knowledge, with respect to concepts, principles and practical applications of Economics, which govern the functioning of a firm/organization under different market conditions.
- To enhance the understanding capabilities of students about micro and macro-economic principles and decision making by business and government.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

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	07	17
II	Firms in competitive markets: Monopoly Oligopoly Monopolistic competition	07	17
III	Measuring a nation's income Measuring the cost of living Production and growth, Concepts of GDP, GNP, PPP The monetary system, Money growth and inflation Open-economy macroeconomics – Basic concepts	07	18
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	07	18
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	08	Internal Evaluation (20 Marks of CEC)

4. Teaching Method:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Economics.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc
- (d) Compulsory class presentation with live experiences of world economies

5. Evaluation:

A	CEC- Projects/ Assignments/ Quizzes/ Individual or group Presentation/ Class participation/ Case studies etc	50 marks (Internal Assessment)
B	Mid-Semester examination	Weightage 30% (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Dr D. M. Mithani	Managerial Economics: Theory & Applications	Himalaya	2010, Latest
T2	G. S. Gupta	Managerial Economics	Tata Mc Graw Hill	Latest Edition
T3	N Gregory Mankiw	Economics: Principles & Applications	Cengage Learning	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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	D. Salvatore	Managerial Economics in a Global Economy	Cengage	Latest Edition
R2	H.L Ahuja	Managerial economics	S Chand	Latest Edition
R3	Ravindra H. Dholakia and Ajay N. Oza	Microeconomics for Management Students	Oxford University Press	Latest Edition
R4	Pindyck & Rubinfeld	Microeconomics	Pearson	Latest Edition
R5	C. Rangaragan and B. H. Dholakia	Principles of Macroeconomics	The McGraw-Hill companies	Latest Edition

R6	G. S. Gupta, 3/e	Macroeconomics – Theory and Applications	Tata McGraw Hill	Latest Edition
R7	Samuelson and Nordhaus	Economics	Tata McGraw Hill	Latest Edition
R8	Atmanand	Managerial Economics	Excel Books	Latest Edition
R9	I C Dhingra (SCS)	Essentials of Managerial Economics	Educational	Latest Edition
R10	D Salvatore	Microeconomics: Theory and Applications	Oxford University Press	Latest Edition
R11	Lipsey and Chrystal	Economics	Oxford University Press	Latest Edition
R12	D. Salvatore	Managerial Economics- Principles and Worldwide Applications	Oxford University Press	Latest Edition
R13	Hirschey	Economics for Managers	Cengage Learning	Latest Edition
R14	Satya P. Das	Microeconomics for Business	Sage Text Books	Latest Edition
R15	Geetika, Piyali Ghosh, Purba Roy Choudhary	Managerial Economics	Tata McGraw hill	Latest Edition
R16	D. N. Dwivedi	Managerial Economics	Vikas	Latest Edition
R17	Christopher R. Thomas, S.Charles Maurice	Managerial Economics – Concepts and Applications	Tata McGraw Hill	8 / e, Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Margin- The Journal of Applied Economic Research
- South Asia Economic Journal
- Global Business Review
- Asian Journal of Management Cases
- Global Journal of Emerging Market Economics
- Economist, Economical and Political Weekly, Economic Times, Business Standard, etc

9. Session Plan:

Session Nos.	Topics to be covered
1	Ten principles of economics
2-3	The market forces of supply and demand
4-5	Elasticity and its application
6-7	The costs of production
8	Firms in competitive markets
9-10	Monopoly
11-12	Oligopoly
13-14	Monopolistic competition
15	Measuring a nation's income
16-17	Measuring the cost of living
18	Production and growth
19-20	The monetary system, Money growth and inflation
21	Open-economy macroeconomics – Basic concepts
22-23	Aggregate demand and aggregate supply
24-25	The influence of monetary and fiscal policy on aggregate demand
26-28	The short-run trade-off between inflation and unemployment
29-30	Case: Pricing, admission to a museum. (Module I) Case: The De Beers Diamond Monopoly (Module I)
31-32	Case: Near empty restaurants and off-season miniature golf. (Module II) Case: OPEC and the World Oil Prices (Module II)
33-34	Case: Advertising and the price of eyeglasses (Mod II) Case: International difficulties in GDP and Quality of life. (Module III)
35-36	Price Leadership and Market Leadership Model. Basics of Game Theory and the relevance of the same in the real world scenario and case studies based on IBM Analytics or any other software.

MBA I

Semester I

Managerial Communication (MC)

1. Course Objective:

- To reinforce the importance of effective business communication for success in today's business environment.
- To enhance the communication skills required in different business contexts through various interactive activities.
- To acquaint the students with the basic concepts and techniques of communication, viz. Listening, Speaking, Reading & Writing skills (LSRW skills) those are useful in developing skills of communicating effectively.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No.	Module Content	No. of Session	70 Marks (External Evaluation)
I	Effective Communication in Business Importance and benefits of effective communication, Components of communication, Concepts and problems of Communications, Forms of Communication, Communication process, Role of Verbal & Non-verbal Symbols in Communication, Non verbal communication, Barriers to Effective Communication, Overcoming Communication Barriers, Seven C's of effective Communication.	07	17
II	Strategies for successful listening and speaking skills Listening Skills: Definition, Types, Purposes for listening, Anatomy of poor listening, Features of a good Listener. Strategies for improving oral presentations, Ways of delivering oral message, Strategies for an effective oral delivery, Strategies for an effective nonverbal delivery, Strategies for removing stage fright.	07	17
III	Strategies for successful interpersonal communication Dyadic Communication & self-perception, Interviewing, Telephoning skills, Effective e-mail management, Kinds of Meetings, Solving problems in meetings and groups, Planning the meeting, Procedures during meeting, Participant responsibilities in meetings	07	18
IV	Forms of Communication in Written mode Planning steps for effective writing, Business Letters & Memos, Persuasive written messages, Job applications & resume, Writing Business Reports (Short & Long), Proposals, Practice for Writing	07	18
V	Application of Module I to IV with written practice, oral presentations and interactive activities Writing business letters, reports, minutes of meetings,	08	Internal Evaluation (20 Marks)

	presentations using various presenting styles, writing reports based on audio deliverances, activities to understand non-verbal cues, telephonic conversation and manners, demonstrating etiquette.		of CEC)
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4. Teaching Method:

- (1) Interactive discussions
- (2) Role Playing & brain-storming
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Min. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Lesikar	Business Communication	Tata McGraw-Hill Publishing	11 th , Latest Edition
T2	Lehman	B. Com (Business Communication)	Cengage	2011, Latest
T3	Meenakshi Raman & Prakash Singh	Business Communication	Oxford University Press	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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Murphy, Hildebrandt & Thomas	Effective Business Communication	Tata McGraw-Hill Publishing	Latest Edition
R2	Rajeesh Vishwanathan	Business Communication	Himalaya	2010, Latest
R3	Mohan, Krishna and Banerji, Meera	Developing Communication Skills	Macmillian	Latest Edition
R4	Monipally	Business Communication Strategies	Tata McGraw-Hill	Latest Edition
R5	Chaturvedi, P. D. and Chaturvedi, Mukesh	Business Communication, Concepts, Cases and Applications	Pearson Education	Latest Edition
R6	Raman, Meenakshi and Sharma, Sangeeta	Technical Communication: Principles and Practice	Oxford University Press	Latest Edition
R7	Kaul, Asha	Business Communication	Prentice Hall of India	Latest Edition
R8	Koneru Arun	Professional Communication	Tata McGraw-Hill	Latest Edition
R9	Boone, Kurtz, & Block	Contemporary Business Communication	Wiley Publication	Latest Edition
R10	Thill, John & C. V. Bovee	Excellence in Business Communication	McGraw Hill	Latest Edition
R11	Raman, Meenakshi and Singh, Prakash	Business Communication	Oxford	Latest Edition
R12	Krizan, Merrier, Logan and Williams	Effective Business Communication	Thomson	Latest Edition
R13	Sen, Leena	Communication Skills	Prentice-Hall India	Latest Edition
R14	Courtland L Bovee, John V Thill, Mukesh Chaturvedi	Business Communication Today	Pearson Education	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Bulletin of the Association for Business Communication, Business Communication Quarterly, Journal of Business Communication, Communication World, Strategic Communication Management, Journal of Business and Technical Communication; Thousand Oaks, Journal of Communication Management; London, Journal of Organizational Culture, Communication and Conflict; Cullowhee, Journalism and Mass Communication Quarterly; Columbia, Management Communication Quarterly : MCQ; Thousand Oaks, Strategic Communication Management; Chicago, Technical Communication Quarterly; St. Paul, Harvard Business Review, Journal of Creative Communications, Business India / Business Today / Business World, University News, Journal of Business Communication, Business Communications Quarterly.

9. Session Plan:

Session Nos.	Topics to be covered
1	Concepts of Communication : Definition, objectives, characteristics
2-3	Components of communication, Concepts and problems of Communications, Forms of Communication, Communication process
4-5	Role of Verbal & Non-verbal Symbols in Communication, Non verbal communication
6-7	Barriers to Effective Communication, Overcoming Communication Barriers, the Seven C's of effective Communication.
8-9	Listening Skills: Definition, Types, Purposes for listening
10	Anatomy of poor listening, Features of a good Listener
11-12	Strategies for improving oral presentations, Ways of delivering oral message
13-14	Strategies for an effective oral delivery, Strategies for an effective nonverbal delivery, Strategies for removing stage fright.
15-16	Dyadic Communication & self-perception, Interviewing
17	Telephoning skills, Effective e-mail management
18-19	Kinds of Meetings, Solving problems in meetings and groups
20-21	Planning the meeting, Procedures during meeting, Participant responsibilities in meetings
22-23	Planning steps for effective writing
24-25	Business Letters & Memos
26-27	Persuasive written messages, Job applications & resume
28	Writing Business Reports (Short & Long), Proposals, Practice for Writing
29-30	Writing business letters, reports, minutes of mock meetings
31-32	Presentations using various presenting styles
33-34	Writing reports based on audio deliverances
35-36	Activities to understand non-verbal cues, telephonic conversation and manners, demonstrating etiquette , etc

MBA I
Semester I
Organizational Behavior (OB)

1. Course Objective:

- Help the student understand how the 'people' side of the organizations affects effectiveness through concepts
- Develop the student's ability to observe, understand and analyze the behaviour within the organizational context
- Help the student develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness

2. Course Duration:

- The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Basic Understanding of the context of OB: <ul style="list-style-type: none"> • What is Organizational Behaviour • Understanding Organizational Culture and changing it for effectiveness • Basic Theories of Leadership • Contemporary Issues in Leadership Practice 	7	17
II	Understanding dynamics of Individual behavior: <ul style="list-style-type: none"> • Understanding Personality, Values, Attitude and their impact on behaviour at work • Transactional Analysis • Understanding Motivation at work. 	7	17
III	Understanding dynamics of Group behavior <ul style="list-style-type: none"> • Understanding the process of Perception: How we make sense of Our environment • Understanding Groups and Teams, Group Dynamics • Resistance to Change and Change Management 	7	18
IV	Understanding Organizational dynamics of behaviour: <ul style="list-style-type: none"> • Managing Conflict • Stress and Negotiation • Understanding Decision-making • Understanding Power and Organizational Politics 	7	18
V	<ul style="list-style-type: none"> • Small project on individual Role Model (famous Indian or International Leaders) • Case studies on Leadership Styles • Organizational study on Monetary and Non-Monetary Motivation given to their employees at all levels 	8	Internal Evaluation (20 Marks of CEC)

	<ul style="list-style-type: none"> Making students understand Group Dynamics by assigning group & team building exercises 		
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4. Teaching Method:

- Discussions on concepts and issues of Organizational Behaviour.
- Case discussion covering a cross section of decision situations.
- Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Min. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Margi Parikh & Rajan Gupta	Organizational Behavior	McGraw-Hill	2010, Latest Edition
T2	K. Aswathappa	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd.	Latest Edition
T3	Stephen Robbins	Organizational Behavior	Pearson Education	13 th or 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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Udai Pareek	Understanding Organizational Behavior	Oxford University Press	2nd Ed, Latest
R2	Fred Luthans	Organizational Behavior	McGraw-Hill	Latest Edition
R3	Gregory Moorhead & Ricky W. Griffin	Organizational Behaviour	Jaico Publication	Latest Edition
R4	Niraj Kumar	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd.	Latest Edition
R5	PG Aquinas	Organizational Behaviour	Excel Books	Latest Edition

R6	Debra L. Nelson & James C. Quick	Organizational Behaviour	Cengage Learning	5 th Edition
R7	Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi	Case in Organization Behaviour and HRM	Tata Mcgraw-Hill	Latest Edition
R8	Robert Kreitner and Angelo Kinicki	Organizational Behaviour	Tata Mcgraw-Hill	Latest Edition
R9	S. S. Khanka	Organizational Behaviour	Vikas Publishing	Latest Edition
R10	Kavita Singh	Organizational Behaviour	Pearson Edition	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

- Harvard Business Review, Decision, Vikalpa, etc.

9. Session Plan:

Session Nos.	Topics to be covered
0-1	What is Organizational Behavior?
2-3	Understanding Organizational Culture and changing it for effectiveness
4	Basic Theories of Leadership
5-6	Contemporary Issues in Leadership Practice
7-9	Understanding Personality, Values, Attitude and their impact on behavior at work, Transactional Analysis
10-11	Understanding Attitude at work and their impact on behavior
12-14	Understanding Motivation at work
15-16	Understanding Perception and Attribution
17-18	Understanding Groups and Teams, Group Dynamics, Resistance to Change and Change Management
19-21	Managing Conflict, Stress and Negotiation
22-24	Understanding Decision-making
25-28	Understanding Power and Organizational Politics:
29-36	<ul style="list-style-type: none"> • Small project on individual Role Model (famous Indian Leaders) • 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

MBA I

Semester I

Principles of Management (POM)

1. Course Objective: This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. The objective is to help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects and practice application of managerial process.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Concepts of Management , Science or Art, Management and Administration, Management thoughts by Management Gurus, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.	7	17
II	Planning Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Management by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making.	7	17
III	Organizing Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness.	7	18
IV	Directing & Controlling Scope, Human Factors, Creativity and Innovation, harmonizing objectives, system and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall, Performance, Direct and Preventive Control, Reporting, The Global Environment, Globalization and Liberalization, International Management and Global theory of Management.	7	18
V	Practical: Select an organization and study the planning, organizing, directing, staffing & controlling, etc., functions and prepare a short report or presentation and give public presentation in the class.	8	Internal Evaluation (20 Marks of CEC)

4. Teaching Method: The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Role Playing
- (3) Assignments and Presentations
- (4) Case Analysis

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Min. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Tripathy PC And Reddy PN	Principles of Management	Tata McGraw-Hill	Latest edition
T2	Stoner, Freeman & Gilbert Jr – Management	Management	Prentice Hall of India	Latest edition
T3	Dr Neeru Vshishth	Principles of Management	Taxmann	2010, Latest edition
T4	Rao VSP	Management , Text & Cases	Excel Books	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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Weirich Heinz & Koontez Harold	Management - A Global and Entrepreneurial Perspective	Mc Graw Hill	Latest edition
R2	Bateman	Management(SIE)	Tata McGraw-Hill Publishing Company, New delhi	Latest edition
R3	Decenzo david, Robbin Stephen A	Personnel and Human Resources Management	Prentice hall of India	Latest edition
R4	Fraidoon Mazda	“Engineering Management”	Addison Wesley	Latest edition

R5	Hillier frederick S. and Hiller mark S	Introduction to Management science : A Modeling and case studies Approach with spreadsheets	Tata McGraw-Hill	Latest edition
R6	JAF Stomer, Freeman R.E and Daniel R Gilbert	Organizational Behavior	Pearson Education	Latest edition
R7	Koontz	Principles of Management	Tata McGraw-Hill	Latest edition
R8	Massie , Joseph L.	Essentials of Management	Pearson Education	Latest edition
R9	Robbins & Coulter	Management	Prentice Hall of India	Latest edition
R10	Robbins S.P. And decenzo David A.	Fundamentals of Management : Essential Concepts and applications	Pearson Education	Latest edition

8: List of Journals/Periodicals/Magazines/Newspapers,etc.:

- Harvard Business Review, Business India / Business Today / Business World, “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Effective Executive, etc.

9. Session Plan:

Session Nos.	Topics to be covered
1-2	Concepts of Management, Science or Art, Management and Administration
3-4	Management thoughts by Management Gurus
5-6	Functions of Management – Types of Business Organization
7	Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics
8-9	Nature and Purpose, Steps involved in Planning
10-11	Objectives, Setting Objectives, Process of Managing by Objectives
12-14	Strategies, Policies & Planning Premises, Forecasting, Decision-making
15	Nature and Purpose, Formal and Informal Organization, Organization Chart
16	Structure and Process, Departmentation by different Strategies
17	Line and Staff Authority, Benefits and Limitations
18-19	De-Centralization and Delegation of Authority, Staffing
20-21	Selection Process, Techniques, HRD, Managerial Effectiveness
22-23	Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives
24	System and Process of Controlling, Requirements for effective control
25	The Budget as Control Technique, Information Technology in Controlling
26-27	Productivity – Problems and Management – Control of overall performance – Direct and Preventive control – Reporting
28	The Global Environment – Globalization and Liberalization – International Management and Global Theory of Management.
29-36	Practical: Select an organization and study the planning, organizing, directing, staffing & controlling, etc., and prepare a short report or presentation and give public presentation in the class.

MBA I

Semester I

Research Methodology

1. Course Objective: To familiarize the students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Business Research: Nature and Scope of Business Research, Information Based Decision Making and Source of Knowledge. The Research Process, Basic approaches and Terminologies used in Research, Defining Research Problem and Framing Hypothesis, Preparing a Research Plan.	7	17
II	Research Designs: Understanding Research Designs, Qualitative and Quantitative Research, Primary and Secondary Methods of Data Collection - Surveys, Observation and Experimentation, Others.	7	17
III	Measurement, Scaling, Instrument Designing and Sampling: Measurement and Scaling, commonly used scales in business research, Reliability and Validity of scales. Designing Instrument for data collection, testing the instrument. Sampling Concepts, methods, procedure and sample size decisions.	7	18
IV	Data Analysis and Presentation: Introduction to Bivariate and Multivariate Analysis, Research Report Writing, and Communication the research results.	7	18
V	Practical: Identifying the Problem, Preparing the Research Proposal, Designing the Instrument, Conducting Pilot Survey, Conducting the Final survey, Analyzing the Data using Software's like SPSS, Gretl, Clementine, Minitab, IBM Analytics, etc., Preparing the Research Report.	8	Internal Evaluation (20 Marks of CEC)

4. Teaching Method: The course will use the following pedagogical tools:

(a) Case discussions covering a cross section of decision situations.

(b) Discussion on issues and techniques

(c) Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition and Year of Publication
T1	Donald R Cooper and Pamela S Schindler	Business Research Methods	Tata McGraw Hill Publishing Company Ltd.	Latest Edition
T2	D K Bhattacharyya	Research Methodology	Excel Books	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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Zikmund Willium	Business Research Methods	Thomson	Latest Edition
R2	Bryman Alan	Business Research Methods	Oxford University Press	Latest Edition
R3	Panneerselvam R	Business Research Methods	John Wiley and Sons	Latest Edition
R4	K Aswathappa and K Shridhara Bhat	Research Methodology	Prentice Hall of India	Latest Edition
R5	Alan Bryman, Emma Bell	Business Research Methods	Oxford University Press	Latest Edition
R6	Mark S Hiller	Intriduction to Management Science – a Modeling and Case studies approach with spreadsheets	Tata McGraw Hill	Latest Edition
R7	J K Sachdeva	Business Research Methodology	Himalaya Publication	Latest Edition
R8	Adithan Bhujange	Research Methodology for Management and social Science	Excel Books	Latest Edition
R9	S Israel	Data Analysis in Business Research	Response Books	Latest Edition
R10	Carven Nash	Data analysis with SPSS	Thomson	Latest Edition
	Beridget Somketh &	Research Methods in Social Science	Visttar	Latest Edition

	Cathy Lewis			
R11	Naresh Malhotra and Satyabhusan Dash	Marketing Research	Pearson	Latest

8. List of Journals/Periodicals/Magazines/Newspapers, etc.: Research Quarterly, Vikalpa, etc.

9. Session Plan:

Session	Topic
1	Nature and Scope of Business Research
2	Information Based Decision Making and Source of Knowledge
3	The Research Process
4	Basic approaches and Terminologies used in Research
5	Defining Research Problem and Framing Hypothesis
6-7	Preparing a Research Plan
8	Understanding Research Designs , Exploratory and Conclusive
9-10	Qualitative and Quantitative Research
11-14	Primary Data Collection Observation, Survey and Experimentation
15-16	Measurement and Scaling, commonly used scales in business research, Reliability and Validity
17-18	Designing Instrument for data collection, testing the instrument
19-21	Sampling Concepts, methods, procedure and sample size decisions
22	Data Editing and Coding, Tabulations, Cross Tabulation, Graphical presentation of the data
23-27	Testing of Hypothesis, Type I and Type II error, One-tailed and two-tailed tests of significance. Parametric and Non-Parametric Test for Univariate and Bivariate data. Introduction to Multivariate Analysis
28	Research Report Writing
29-36	Practical: Identifying the Problem, Preparing the Research Proposal, Designing the Instrument, Conducting Pilot Survey, Conducting the Final survey, Analyzing the Data using Software's like SPSS, Gretl, Clementine, Minitab, IBM Analytics, etc., Preparing the Research Report.

MBA I
Semester- I
Quantitative Analysis - I (QA - I)

1. Objectives:

- To impart the basic art and science of gathering, analyzing and using data to identify and resolve managerial and decision making problems.
- To develop skills in structuring and analyzing business problems using quantitative analysis.
- To develop aptitude and statistical thinking approach to business problems.
- To understand the effective use of computer software for resolution of statistical problems.

2. Course Duration:

The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Introduction to Statistics, Statistics in Business, Charts and Graphs. Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape, measures of association. Permutations and Combinations; Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE, and examples Random variable and probability distribution: Discrete and Continuous distribution, Expected value and variance of a distribution.	7	17
II	Discrete Distributions: Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship Continuous Distributions: Uniform distribution, Normal distribution, Exponential distribution; Sampling and sampling Distributions	7	18
III	Statistical Inference: Estimation for Single and Two Populations; Hypothesis Testing for Single Populations- Mean, Proportion and Variance; Hypothesis Testing for Two Populations- Mean, Proportion and Variance	7	17
IV	Analysis of Variance (Only one way), Hypothesis Testing for categorical data(chi square test); Simple Linear Regression Analysis –introduction, Determining the equation of a regression line, measure of variation, using the residual analysis to test the assumptions of Regression, measuring Auto correlation – The Durbin Watson statistic, Testing of the Overall Model	8	18
V	Use of any software (EXCEL, Minitab, SPSS etc.) for exposure to the above concepts. Statistical Modeling using SPSS.	7	Internal Evaluation (20 Marks of CEC)

4. Teaching Method: The following pedagogical tools will be used to teach this course:

(1) Lectures and Discussions

(2) Assignments and Presentations

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Min. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Ken Black	Business Statistics for Contemporary Decision Making	Wiley	Student Edition Fourth or later edition
T2	Richard I. Levin and David S. Rubin	Statistics for Management	Pearson Education	6th Edition or later edition
T3	Anderson, Sweeney, Williams	Statistics for Business and Economics	Cengage Learning	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. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	D. P. Apte	Statistics for Managers	Excel Books	Latest edition
R2	T N Srivastava and Shailaja Rego	Statistics for Management	TMH	Latest edition
R3	K. B. Akhilesh & S. B. Balasubrahmanyam	Mathematics and Statistics for Management	Vikas Publishing	Latest edition
R4	Naval Bajpai	Business Statistics	Pearson	Latest edition
R5	D. P. Apte	M. S. Excel: Statistical Tools for Managers	Excel Books	Latest edition
R6	Qazi Zameeruds, Vijay K. Khara, S. K. Bhamri	Business Mathematics	Vikas	Latest edition

9. Session Plan:

Session Nos.	Topics to be covered
1 - 2	Introduction to Statistics, Statistics in Business, Charts and Graphs
3 - 4	Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape: Skewness and Kurtosis, measures of association.
5 - 6	Permutations and Combinations; Introduction to probability, Structure of probability, Results of probability, Revision of probability, Baye's Rule and examples
7	Random variable and probability distribution: Discrete and Continuous distribution, Expected value and variance of a distribution
8 - 9	Discrete Distributions: Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship
10 - 14	Continuous Distributions: Uniform distribution, Normal distribution, Exponential distribution; Sampling and sampling Distributions
15 - 16	Statistical Inference: Estimation for Single and Two Populations
17 - 18	Hypothesis Testing for Single Populations- Mean, Proportion and Variance
19 - 21	Hypothesis Testing for Two Populations- Mean, Proportion and Variance
22 - 24	Analysis of Variance (Only one way) and Hypothesis Testing for categorical data(chi square test)
25 - 28	Simple Linear Regression Analysis –introduction, Determining the equation of a regression line, measure of variation, using the residual analysis to test the assumptions of Regression, measuring Auto correlation – The Durbin Watson statistic, Testing of the Overall Model
29 - 36	Use of any software (EXCEL, Minitab, SPSS etc.) for exposure to the above concepts