



C. U. SHAH UNIVERSITY

FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I (One)

CODE PGMB101

Name of Subject Principles of Management

Teaching & Evaluation Scheme

| Teaching Scheme(Hours) | | | | Evaluation Scheme(Marks) | | |
|------------------------|----|---|-------|--------------------------|----------|-------|
| Th | Tu | P | Total | External | Internal | Total |
| 60 | 0 | 0 | 60 | 70 | 30 | 100 |

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.

Prerequisite

To help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management.

Course outline

| Sr. No. | Course Contents | Number of Hours |
|---------|---|-----------------|
| 1 | Introduction and Concepts of Management, Science or Art | 03 |
| 2 | Management and Administration | 01 |
| 3 | Management thoughts by Management Gurus | 04 |
| 4 | Functions of Management, Management and Manager | 02 |
| 5 | Types of Business Organization, Business ethics | 02 |
| 6 | Values and Social Responsibility | 02 |
| 7 | Nature & Purpose, Importance of Planning | 03 |
| 8 | Steps involved in Planning | 02 |
| 9 | Objectives, Management by Objectives | 03 |



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|----|---|----|
| 10 | Strategies, Policies & Planning Premises, Forecasting | 03 |
| 11 | Decision-making Strategy implementation | 02 |
| 12 | Nature and Purpose, Formal and Informal Organization | 03 |
| 13 | Organizational Design and Organizational Structure Organization as process | 02 |
| 14 | Departmentation by difference strategies, Line and Staff authority, Centralizations and De-Centralization | 04 |
| 15 | Delegation of Authority – Staffing, Selection Process – Techniques, HRD, Managerial Effectiveness | 04 |
| 16 | Scope of Direction and Supervision | 02 |
| 17 | Human Factors, harmonizing objectives | 02 |
| 18 | System and Process of Controlling | 02 |
| 19 | Requirements for effective Control | 01 |
| 20 | The Budget as Control Technique | 01 |
| 21 | Types of Control, Resistance of Control, and Overcoming resistance to control | 02 |
| 22 | Information Technology in Controlling | 01 |
| 23 | Productivity, Problems and Management, Control of Overall, Performance | 03 |
| 24 | Direct and Preventive Control, Reporting | 03 |
| 25 | The Global Environment, Globalization and Liberalization, Global theory of Management | 03 |
| | Total Hours | 60 |

Learning Outcomes

Theoretical Outcome It is intended to give an overview of the historical development, theoretical aspects and practice application of managerial process.

Practical Outcome Able to focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals



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Teaching & Learning Methodology

- Lectures
- Role play
- Case Studies
- Class Participation

Books Recommended

1. **'Principles of Management'** by *Tripathy PC And Reddy PN* , Sultan Chand & Sons, Tata McGraw-Hill
2. **'Management'** by *Stoner, Freeman & Gilbert Jr* – *Management*, Prentice Hall of India
3. **'Principles of Management'** by *Dr Neeru Vshishth*, Taxmann
4. **'Management , Text & Cases'** by *Rao VSP*, Excel Books

E-Resources

1. http://www.ct.tamus.edu/departments/syllabi/summer2012/MGMT30112B_060412.pdf
2. <http://www.mindtools.com/pages/article/henri-fayol.html>



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I (one)

CODE PGMB102

Name of Subject Quantitative Techniques for Management

Teaching & Evaluation Scheme

| Teaching Scheme (Hours) | | | | Evaluation Scheme (Marks) | | |
|-------------------------|----|---|-------|---------------------------|----------|-------|
| Th | Tu | P | Total | External | Internal | Total |
| 60 | 0 | 0 | 60 | 70 | 30 | 100 |

Objectives

- 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.

Prerequisite Know the basic calculation, Basic idea for Statistics

Course outline

| Sr. No. | Course Contents | Number of Hours |
|---------|---|-----------------|
| 1 | Introduction to Statistics, Statistics in Business | 03 |
| 2 | Charts and Graphs | 04 |
| 3 | Descriptive Statistics, Measure of Central Tendency | 06 |
| 4 | Measure of Variability for Group and Ungrouped data | 05 |



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| 5 | Measures of Shape: Skewness and Kurtosis, Measures of Association. | 07 |
| 6 | Random variable and probability distribution Structure of probability, Results of probability, Revision of probability: BAYES' RULE, and examples Random variable and probability distribution: | 07 |
| 7 | Simple Regression Analysis & Correlation | 07 |
| 8 | Transportation & Transshipment Problem | 07 |
| 9 | Assignment Problem | 08 |
| 10 | Time Series | 06 |
| Total Hours | | 60 |

Learning Outcomes

Theoretical Outcomes It is useful to know different Statistical tools

Practical Outcomes It is useful to solve business problem & also for the research work

Teaching & Learning Methodology

- Lectures
- Assignments

Books Recommended

1. '**Business Statistics for Contemporary Decision Making**' ,Ken Black, Wiley india Pvt. Ltd .
2. '**Statistics for Business and Economics**' , Anderson, Sweeney, Williams, Cengage Learning Publication.
3. '**Business Statistics**' , S.C.Gupta, Indra Gupta, HPH Publication.
4. '**Quantitative Technique for Business Managers**' ,R.K.Bharadwaj, Anuradha R. Chetiya, Kakali Majumudar, HPH Publication



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E-Resources

1. http://www.jsu.edu/library/resources/research_resources.html
2. http://www.researchgate.net/publication/222042135_Assessing_undergraduate_use_of_electronic_resources_A_quantitative_analysis_of_works_cited
3. http://wps.pearsoned.co.uk/ema_ge_render_qam_11



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I (one)

CODE PGMB103

Name of Subject Managerial Economics

Teaching & Evaluation Scheme

| Teaching Scheme (HRS) | | | | Evaluation Scheme (Marks) | | |
|-----------------------|----|---|-------|---------------------------|----------|-------|
| Th | Tu | P | Total | External | Internal | Total |
| 60 | 0 | 0 | 60 | 70 | 30 | 100 |

Objectives

- Help to Understand basic Concepts of Economics.
- Help to Understand Demand and Supply Concepts.
- Help to Develop the Student's ability to Observe, Understand and Analyze the Market Conditions.

Prerequisite

- Basic Understanding of Transactions (demand/supply)

Course outline

| Sr. No. | Course Contents | Number of Hours |
|---------|---|-----------------|
| 1 | Ten Principles of Economics | 4 |
| 2 | The Market forces for Demand and Supply | 4 |
| 3 | Elasticity and Its Application | 4 |



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| 4 | The Cost of Production | 4 |
| 5 | Firms in Competitive Markets | 5 |
| 6 | Monopoly | 5 |
| 7 | Oligopoly | 4 |
| 8 | Monopolistic Competition | 5 |
| 9 | The Theory of Consumer Choice | 4 |
| 10 | Measuring Nations Income | 4 |
| 11 | Measuring the Cost of Living | 4 |
| 12 | Production and Growth | 4 |
| 13 | Concepts of GDP, GNP, PPP | 2 |
| 14 | Monetary System | 3 |
| 15 | Aggregate Demand | 2 |
| 16 | Aggregate Supply | 2 |
| Total Hours | | 60 |

Learning Outcomes

Theoretical Outcomes

Understanding of basic Economic aspects like Demand, Supply, Elasticity and Market Conditions.

Practical Outcomes

Implementation of idea of Demand, Supply and Elasticity and can Understand about basic Market Condition.

Teaching & Learning Methodology

- Lectures
- Case Studies
- Assignments



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Books Recommended

1. **'Economics, Principles and Application'**, *Mankiw*, Cengage Learning
2. **'Managerial Economics Micro Economic'**, *Gupta, G.S.*, Tata-McGraw Hill.
3. **'Managerial Economics'**, *Christopher R. Thomas & S. Charles Maurice*, Tata McGraw Hill.

E-Resources

1. http://www.knowledgepk.com/videos/Economics/Managerial-Economics/page_1
2. http://www.vutube.edu.pk/index.php?option=com_hwdvideoshare&task=viewcategory&Itemid=239&cat_id=242



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I (one)

CODE PGMB104

Name of Subject Managerial Accounting

Teaching & Evaluation Scheme

| Teaching Scheme(Hours) | | | | Evaluation Scheme(Marks) | | |
|-------------------------|----|---|-------|--------------------------|----------|-------|
| Th | Tu | P | Total | External | Internal | Total |
| 60 | 0 | 0 | 60 | 70 | 30 | 100 |

Objective

- To develop skills of decision making in the students by analyzing and interpreting the financial statements.

Prerequisite Basic Working Knowledge of Accounts is required.

Course outline

| Sr. No. | Course Contents | Number of Hours |
|---------|---|-----------------|
| 1 | Basic understanding of Accounting, Accounting policies, Concepts of Accounting, Framework of Financial Statements | 10 |
| 2 | Journal entries, Ledger posting, Subsidiary Books, Trial balance and Financial Statement Preparation | 10 |
| 3 | Accounting Standards and its Applicability (AS – 1,2,6,9,10,13,26) | 10 |
| 4 | Corporate Financials in vertical Format and its understanding | 10 |



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| 5 | Financial Statement analysis including, Comparative statement , Common size statement , Trend analysis and Ratio analysis | 10 |
| 6 | Fund Flow Statement, Basic Knowledge about GAAP & IFRS, Window dressing | 10 |
| Total Hours | | 60 |

Learning Outcomes

Theoretical Outcome Students will learn accounting concepts, financial statement preparation, IFRS ad GAAP

Practical Outcome Students will learn financial statement analysis and applicability of Accounting Standards.

Teaching & Learning Methodology

- Lectures
- Projects
- Case Studies
- Assignments

Books Recommended

1. 'Financial Accounting', R Narayan Swami, PHI.
2. 'Financial Accounting', V Rajsekaran & R Lalitha
3. 'Financial Accounting for Management', Ambrish Gupta ,Pearson publication.

E-Resources

1. <http://bookboon.com/en/textbooks/accounting>



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I (one)

CODE PGMB105

Name of Subject Organizational Behaviour

Teaching & Evaluation Scheme

| Teaching Scheme (Hours) | | | | Evaluation Scheme (Marks) | | |
|-------------------------|----|---|-------|----------------------------|----------|-------|
| Th | Tu | P | Total | External | Internal | Total |
| 60 | 0 | 0 | 60 | 70 | 30 | 100 |

Objectives

- Help to Understand the Behavioral Dynamics of the Organization
- Help to Understand, how the People's side of the Organization affects Effectiveness.
- Helps to Develop the Student's ability to Observe, Understand and Analyze the Behavior (Organizational Context)
- Helps to Develop Basic Skills to deal with Behavioral Dynamics for Organizational Effectiveness

Prerequisite

- Basic Understanding of Concepts of Principles of Management

Course outline

| Sr. No. | Course Contents | Number of Hours |
|---------|--------------------------------------|-----------------|
| 1 | What is Organizational Behaviour | 04 |
| 2 | Understanding Organizational Culture | 04 |
| 3 | Basic Theories of Leadership | 05 |



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| 4 | Understanding Personality & Values | 04 |
| 5 | Attitude and their Impact on Behaviour at Work | 04 |
| 6 | Job Satisfaction | 02 |
| 7 | Transactional Analysis, Johri-Window Tool | 04 |
| 8 | Understanding Motivation at Work. | 04 |
| 9 | Understanding the Process of Perception | 04 |
| 10 | Understanding Groups and Teams and Group Dynamics | 04 |
| 11 | Resistance to Change and Change Management | 04 |
| 12 | Managing Conflict | 04 |
| 13 | Stress and Negotiation | 04 |
| 14 | Understanding Decision-Making | 01 |
| 15 | Understanding Power | 04 |
| 16 | Organizational Politics | 04 |
| Total Hours | | 60 |

Learning Outcomes

Theoretical Outcomes

Students are able to Observe, Understand and Analyze the Behavior within the Organizational Context.

Practical Outcomes

Develop basic skills to deal with the ongoing Behavioral Dynamics and Contribute to Organizational Effectiveness.

Teaching & Learning Methodology

- Lectures
- Case Studies
- Assignments
- Class Presentation



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Books Recommended

1. '**Organizational Behavior**', *Stephen Robbins*, Pearson Education.
2. '**Organizational Behavior**', *K. Aswathappa*, Himalaya Publishing House.
3. '**Organizational Behavior**', *Fred Luthans*, McGraw-Hill.

E-Resources

1. <http://www.mindtools.com/index.html>
2. <http://www.london.edu/videoandaudio/facultyandresearch/organisationalbehaviour.html>
3. http://www.dailymotion.com/video/xb44u1_organizational-behaviour-presentati_lifestyle#.UYDhXaJHLfI



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I (one)

CODE PGMB106

Name of Subject Managerial Communication

Teaching & Evaluation Scheme

| Teaching Scheme (Hours) | | | | Evaluation Scheme (Marks) | | |
|--------------------------|----|----|-------|----------------------------|----------|-------|
| Th | Tu | P | Total | External | Internal | Total |
| 60 | -- | -- | 60 | 70 | 30 | 100 |

Objectives

1. Increase communication skills for effective business communication.
2. Improvement of basic skills like reading, listening, writing and speaking skills.

Prerequisite

Understanding of Basic English Language and different basics of English grammar.

Course outline

| Sr. No. | Course Contents | Number of Hours |
|---------|---|-----------------|
| 1 | Basics of Communication, Concepts & problems ,Types | 04 |
| 2 | Communication process, flow of Communication, 7 C's of Communication | 05 |
| 3 | Barriers of Communication, Overcoming various Communication barriers, Mis Communication | 04 |
| 4 | Listening Skills: Definition, Types, Purposes for listening | 04 |
| 5 | Features of good listener, preparing & improving oral presentation | 04 |
| 6 | Strategies for effective oral presentation, Strategies to remove | 03 |



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| | stage fear | |
| 7 | Dyadic Communication | 03 |
| 8 | Interview, Types of interview | 03 |
| 9 | Telephone and Email skills | 04 |
| 10 | Kinds of meeting, Roles played in meeting, Solving problems in meetings. | 04 |
| 11 | Procedure of Meeting, Preparing minutes of meeting. | 04 |
| 12 | Business letters , memo's | 04 |
| 13 | Types of Business letters | 03 |
| 14 | Preparing resume and job applications | 03 |
| 15 | Drafting of long & short business proposals | 04 |
| 16 | Ex tempore on some contemporary issues | 04 |
| 17 | Writing reports based on audio deliverances | 04 |
| Total Hours | | 60 |

Learning Outcomes

Theoretical Outcomes Drafting of business proposals, letters, presentation which facilitates one in attaining fruitful results in business.

Practical Outcomes Excel in the business communication for becoming an effective manager.

Teaching & Learning Methodology

- Lectures
- Role play
- Case Studies
- Class Participation

Books Recommended

- ❖ 'Business Communication', Meenakshi Raman & Prakash Singh, Oxford Publication.
- ❖ 'Professional Communication', Koneru Arun, Tata McGraw Hill.
- ❖ 'Business Communication', Lesikar, Tata McGraw Hill.

E-Resources

1. <http://freevidelectures.com/Subject/Communication-Skills>
2. <http://www.mindtools.com/page8.html>



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER I (One)

CODE PGMB107

Name of Subject **Research Methodology**

Teaching & Evaluation Scheme

| Teaching Scheme(Hours) | | | | Evaluation Scheme(Marks) | | |
|------------------------|----|---|-------|--------------------------|----------|-------|
| Th | Tu | P | Total | External | Internal | Total |
| 60 | 0 | 0 | 60 | 70 | 30 | 100 |

Objective To familiarize the students with the types of business problems often Faced by corporate entities

Prerequisite To help the student develop insights about basic concepts of research Designs and methodology aimed at solving business problems.

Course outline

| Sr. No. | Course Contents | Number of Hours |
|---------|---|-----------------|
| 1 | Nature and Scope of Business Research | 03 |
| 2 | Role of Research in Business, Information Based Decision Making and Source of Knowledge | 03 |
| 3 | Types of Business Research, Stages in the Business Research Process, | 03 |
| 4 | Basic Approaches and Terminologies used in Research | 02 |
| 5 | Defining Research Problem and Framing Hypothesis, Preparing a Research Plan | 03 |
| 6 | Research Designs, Qualitative and Quantitative Research | 03 |
| 7 | Primary and Secondary Methods of Data Collection | 02 |
| 8 | Surveys, Observation and Experimentation, Others | 02 |
| 9 | Measurement and Scaling, Measurement Concepts | 02 |
| 10 | Types of Scale, commonly used scales in Business Research | 02 |
| 11 | Reliability and Validity Concepts ,Reliability and Validity of Scales | 04 |



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| 12 | Designing Instrument for data collection | 02 |
| 13 | Testing the instrument, Sampling Concepts, methods, procedure and sample size decisions | 04 |
| 14 | Introduction to Bi-variate and Multivariate Analysis | 03 |
| 15 | Preparing Data for Analysis – Editing and Coding | 03 |
| 16 | Descriptive Statistics – Tabulation and Graphical Representation | 03 |
| 17 | Research Report Writing, Communication the research results | 04 |
| 18 | Data Transformation, Hypothesis Testing – Meaning, Choosing Appropriate Statistical Techniques of single and two population | 05 |
| 19 | ANOVA Analysis (Only One Way) | 03 |
| 20 | Hypothesis testing for categorical data (chi-square) | 04 |
| | Total Hours | 60 |

Learning Outcomes

Theoretical Outcome Identifying the Problem, Preparing the Research Proposal of a Firm

Practical Outcome can solve the different types of business problems often Faced by corporate entities

Teaching & Learning Methodology

- Lectures
- Case Studies
- Class Participation.

Books Recommended

- ❖ 'Business Research Methods' by Donald R Cooper and Pamela S Schindler, Tata McGraw Hill Publishing Company Ltd.
- ❖ 'Research Methodology' by D K Bhattacharyya, Excel Books
- ❖ 'Business Research Methods' by Zikmund William, Thomson
- ❖ 'Business Research Methods' by Bryman Alan, Oxford University Press

E-Resources

- ❖ <http://ebookbrowse.com/re/research-methodology-study-material>



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- ❖ <http://www.studyblue.com/notes/note/n/chapter-2-powerpoint-research-methodsppt/file/430558>