



C. U. SHAH UNIVERSITY

FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER II (Two)

CODE PGMB201

Name of Subject Business Environment

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 sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organization.

Prerequisite Basic understanding of concepts of principles of economic environment

Course outline:-

Sr. No.	Course Contents	Number of Hours
1	Introduction to Business Environment	01
2	Types of Environment: Internal to Enterprise: Value System, Management Structure and Nature	04
3	External to the Enterprise: Micro	05
4	Monetary and Fiscal Policy	05
5	Economic reforms in India; Industrial Policy	05



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6	Foreign Investment; Foreign Investment in India Foreign Investment by Indian Companies	03
7	PESTEL Analysis	03
8	Growing relevance/importance of International Business EXIM policy of India [Recent]	03
9	International Environment Problems	02
10	WTO and its Impact in Indian Business Environment	03
11	Concepts of EOUs and EPZS, SEZ	04
12	Regional Trade Agreement (RTA)	03
13	Intellectual Property Right (IPR)	03
14	Concept and significance of Social Environment Business and Society, Changing Concepts and objectives of Business Interdependence of Business and Society	03
15	Consumer protection & Consumers' Rights	01
16	Corporate Governance	03
17	Green Business	07
Total Hours		60

Learning Outcomes

Theoretical Outcome Students are able to observe, understand and analyze the behavior within the environmental context

Practical Outcome Take the decision relating different policy & for the expanding business

Teaching & Learning Methodology

- Lectures
- Projects
- Case Studies



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- Presentation

Books Recommended

- 1 **'Business Environment'**, A C. Fernando, Pearson Publication (latest edition)
- 2 **'Essentials in Business Environment'**, K. Aswathappa, Himalaya Publications, Mumbai
- 3 **'Business Environment'**, Francis Cherunilam, Himalaya Publications, Mumbai

E-Resources

- 1 http://www.mindtools.com/public_search.php?format2=builtin-long&sort2=score&method2=and&words=environment+management
- 2 <http://www.gobookee.net/francis-cherunilam-business-environment>
- 3 http://www.mindtools.com/public_search.php?format2=builtin-long&sort2=score&method2=and&words=environment+management



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER II (Two)

CODE PGMB202

Name of Subject Cost and Management 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

- Students can learn the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization.

Prerequisite

Basic Working Knowledge of Accounts is required.

Course outline

Sr. No.	Course Contents	Number of Hours
1	Overview of Cost and Management Accounting, Various Cost Concepts and Costing Methods	10
2	Concepts of Material Costing, Labour Costing, Direct Expenses and Overheads Costing, Activity based concepts	10
3	Costing Methods: Unit Costing, Batch Costing, Job Costing and Process Costing, Joint product and by Product Costing	10



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4	Operating Costing, Marginal costing, Decision making and Pricing decisions	10
5	Budgeting and Budgetary control systems	10
6	Standard Costing and Variance Analysis	10
Total Hours		60

Learning Outcomes

Theoretical Outcome Students can learn various Cost accounting and Management accounting techniques.

Practical Outcome Students can learn how to apply various Cost and Management accounting techniques.

Teaching & Learning Methodology

- Lectures
- Projects
- Case Studies
- Assignments

Books Recommended

1. 'Cost Management Accounting', Ravi Kishore, Taxman Publication.
2. 'Management Accounting', Paresh Shah, Oxford University Press.
3. 'Management Accounting', Khan & Jain, TMH.

E-Resources

- ❖ <http://bookboon.com/en/textbooks/accounting>
- ❖ <http://www.globusz.com>
- ❖ <http://www.accountingcoach.com>



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER II (TWO)

CODE PGMB203

Name of Subject Marketing 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

- Help to Understand the Behavioral Dynamics of Consumers
- Help to Understand Internal & External forces that affect the Marketing of a Product / Services
- To Understand the Strategic aspects and Implementation

Prerequisite

- Basic Understanding of Concepts of Management and Organizational Dynamics.

Course outline:

Sr. No.	Course Contents	Number of Hours
1	Understanding Marketing Management and Marketing Environment: Importance of Marketing, Scope of Marketing, Fundamental Marketing Concepts, Company orientation towards market place	05
2	Value Chain and Value Delivery Process	05



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	Corporate, Divisional and Business Unit Strategic Planning	
3	Gathering Market Information (MKIS) Scanning Environment	05
4	Creating Customer value, Satisfaction and Loyalty	05
5	Factors Influencing Consumer Behavior and Buying Process	04
6	Organizational Buying, Business Buying Process and Participants in Business Buying Process, Purchasing and Procurement Process	04
7	Market Segmentation and Targeting	04
8	Dealing with Competition	04
9	Setting Product Strategy	04
10	Designing and Managing Services	04
11	Developing Pricing Strategies and Programs	04
12	Designing and managing value networks and Channels	04
13	Introduction to Integrated Marketing Communication: Role of Marketing Communication, Developing Effective Communication, Marketing Communication Mix and IMC Process	04
14	Introduction to new Market offering	04
Total Hours		60

Learning Outcomes

Theoretical Outcome

Students are able to Understand the Marketing Environment, Segmentation, Targeting, Positioning, Marketing Mix and related Strategies

Practical Outcome

Develop basic Skills to deal with the Marketing Strategies and Implementation of the same

Teaching & Learning Methodology

- Lectures



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- Case Studies
- Assignments
- Presentation

Books Recommended

'Marketing Management: Analysis, Planning, Implementations and Control', *Philip Kotler*, Pearson Education, New Delhi, Latest Edition.

E-Resources

1. http://www.vutube.edu.pk/index.php?option=com_hwdvideoshare&Itemid=0&task=search
2. http://www.mindtools.com/public_search.php?format2=builtin-long&sort2=score&method2=and&words=marketing+management



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER II (TWO)

CODE PGMB204

Name of Subject Financial 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 Basics of finance which can help a student to understand the complexity of the valuation in further studies.

Prerequisite Basic knowledge of simple interest, compound interest, its uses and its application.

Course outline

Sr. No.	Course Contents	Number of Hours
1	Concept of Finance, Scope and objectives of Finance; Profit Maximization vs. Wealth Maximization	04
2	Functions of Finance Manager in Modern Age, Financial decision areas	03
3	Time value of money, Risk and Return analysis, Valuation of Securities	06
4	Concept of Gross Working Capital & Net Working Capital, Various Approaches to Working Capital Management	04
5	Factors affecting Working Capital requirement, Working Capital Management: Management of cash, Inventory and Receivables.	05
6	Working Capital Financing: Sources of Short Term Financing, Role of	06



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	commercial bank in working capital management, Commercial Paper, Factoring and other tools of working capital management	
7	Appraisal of project, Techniques of Capital Budgeting and its Applications	06
8	Risk and Uncertainty in Capital Budgeting	03
9	Leverage Analysis-Financing, Operating and Combined Leverage and its implications; EBIT-EPS analysis	05
10	Long-term sources of Finance, potentiality of Equity Shares, Preference shares, Debentures and Bonds as source of long-term Finance	03
11	Concept and Approaches of Capital Structure Decision; NI, NOI, Traditional and Modigliani Miller Approach; Cost of Equity Share, Preference Share and Debentures.	04
12	Concept of Retained Earnings and plough back of Profits, relevancy and irrelevancy theory of Dividend Decision	04
13	Walter's model; Gordon's Model and Modigliani Miller model	03
14	Factor affecting Dividend Decision	04
Total Hours		60

Learning Outcomes

Theoretical Outcomes Understanding the complexity of the financial calculation.

Practical Outcomes Application of financial system, capital structure of the organization, uses of working capital and maximization of shareholders net worth using various financial tools.

Teaching & Learning Methodology

- Lectures
- Case Studies
- Class Participation

Books Recommended

1. 'Financial Management', I M Pandey, Vikas Publication.
2. 'Financial Management, Theory & practice', Prasanna Chandra, TMH.
3. 'Financial Management', R P Rustogi, Taxmann.

E-Resources

1. http://education-portal.com/articles/List_of_Free_Online_Financial_Management_Courses.html
2. <http://www.openlearningworld.com/innerpages/Finance%20for%20managers.html>



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER II (TWO)

CODE PGMB205

Name of Subject Production & Operations 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 Terminologies used in production lines and increasing the effectiveness of the production line.

Prerequisite Basic knowledge of Production and Materials Management.

Course outline

Sr. No.	Course Contents	Number of Hours
1	Nature and Scope of Production and Operations Management, Types of Manufacturing Systems (production Processes)	04
2	Facility Location with examples	05
3	Facility Layouts, Layout Planning and Analysis, Line Balancing— Problems	06
4	Understand the basis of Inventory Management decisions	04
5	The hierarchical approach to planning and various methods of Inventory Management	06
6	Capacity and Aggregate production planning. Material Handling – Principles- Equipments	05
7	Project management and Operations Scheduling (Gantt chart, CPM)	08



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	and PERT methods)	
8	Project crashing, Job sequencing (n-jobs on one machine and n jobs on m-machines)	08
9	JIT and Lean Manufacturing Systems	03
10	TQM and Six-sigma, ISO 9000 and other ISO series	03
11	Statistical Quality Control, Acceptance Sampling	04
12	Industrial Safety and Safety Management	04
Total Hours		60

Learning Outcomes

Theoretical Outcomes Understanding the importance of quality in the manufacturing sector.

Practical Outcomes Application of increasing the productivity of the organization with optimum usage of available resources and reaping profits by adhering to the prescribed quality.

Teaching & Learning Methodology

- Lectures
- Case Studies
- Class Participation

Books Recommended

- ❖ 'Operation Management for Competitive Advantage', R.B.Chase, F.R. Aquilano, N.J.Agrawal N.K., TMH.
- ❖ 'Production & Operation Management', Kanishka Bedi, OUP.
- ❖ 'Production & Operation Management', K.Aswathappa & K. Shridhara Bhat, Himalaya.

E-Resources

- ❖ <http://alison.com/courses/Introduction-to-Operations-Management>
- ❖ <http://www.masterclassmanagement.com/BusinessManagementCourse>



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER II (Two)

CODE PGMB206

Name of Subject Human Resource 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

To acquaint the students with Human Resources Management and to develop in them the ability to acquaint them in the Corporate World.

Prerequisite

The main purpose is to assist the Students in Developing Skills – soft and hard, and Decision Making in the Organizations.

Course outline-

Sr. No.	Course Contents	Number of Hours
1	Introduction to Human Resource Management	03
2	The Strategic Role of Human Resource Management	03
3	Job Analysis	04
4	HR Planning and Recruiting	04
5	Employees Testing and Selection	04
6	Interviewing Candidates	04
7	Training and Development	04
8	Performance Management and Appraisal	04
9	Establishing Strategic Pay Plans	04
10	Industrial Relations – Definitions and Main Aspects	03
11	Minimum Wage Legislation	03



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12	Payment of Wages Legislation	03
13	Method of setting Industrial Dispute	03
14	Factories Act	03
15	Collective Bargaining	04
16	Trade Union Legislations	04
17	Legislation Concerning Settlement of Industrial Dispute	03
	Total Hours	60

Learning Outcomes

Theoretical Outcome

It helps students appreciate relevant tools and techniques to internalize and critical functions of human resources management, and sensitize students to human resources developments processes.

Practical Outcome

Can analyze the job, manage the laborer of the organization, job evaluation, as well as ability to apply legal framework on pays and benefits

Teaching & Learning Methodology

- Lectures
- Case Studies
- Assignments
- Presentation

Books Recommended

- ❖ **'Human Resources Management'** by *Gargy Dessler and Biju Varkkery*, Pearson
- ❖ **'Human Resource Management'** by *Pravin Durai* , Sultan Chand & Sons, Pearson Publication
- ❖ **'Essential of Human Resource Management and Industrial Relatives'** by *P. Subba Rao* , Himalaya Publications



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E-Resources

- ❖ <http://www.technologyevaluation.com/search/for/free-human-resources-study-material.html>
- ❖ <http://www.managementparadise.com/forums/articles/198657-ppt-principles-h-r-management.html>
- ❖ <http://www.docbigz.net/human/human-resource-management-gary-dessler-11th-edition-ppt-free-download/>



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FACULTY OF MANAGEMENT STUDIES MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER II (TWO)

CODE PGMB207

Name of Subject Management Information Systems

Teaching & Evaluation Scheme

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

Objective

Understand the basic use & need of information system in an organization.

Prerequisite

Basic Computer Knowledge and different terminologies related with computer systems.

Course outline

Sr. No.	Course Contents	Number of Hours
1	Introduction of Information Systems, Effect on Organization, Managers, Evolution of IS, Reasons for IS, Changing Environment and its impact on Business - The IT/IS and its influence	04
2	The Organization: Structure, Managers and activities - Data, Information and its Attributes - The level of people and their Information needs	05
3	Types of Decisions and Information - Information System, categorization of Information on the basis of nature and characteristics	04
4	Enterprise Resource Planning(ERP), ERP implementation, Benefits of ERP	04
5	Transaction Processing System(TPS) – Office Automation	05



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	System (OAS) – Management Information System (MIS)	
6	Decision Support System (DSS) and Group Decision Support System (GDSS)	06
7	Expert System (ES) – Executive Support System (ESS)	05
8	Communication, Media, Modems & Channels - LAN, MAN & WAN	04
9	Network Topologies, Internet, Intranet and Extranet, Wireless technologies like Wi-Fi, Bluetooth	04
10	Ethical responsibilities of Business Professionals – Business, Technology	04
11	Computer crime – Hacking, Cyber Theft, unauthorized use at work	04
12	Piracy – Software and Intellectual property. Privacy – Issues and the Internet Privacy	03
13	Challenges – working condition, individuals. Health and Social Issues	03
14	Ergonomics and Cyber Terrorism.	02
15	Practical Applications of MIS in Various Functions of an Organization	03
Total Hours		60

Learning Outcomes

Theoretical Outcomes Through understanding of the information systems.

Practical Outcomes Application of information system within an organization and the use of IS in decision making at various levels of an organization as well as key role of IS in drafting & guiding the strategy of the organization.

Teaching & Learning Methodology

- Lectures
- Case Studies
- Class Participation

Books Recommended

- ❖ 'Management Information Systems: Managing the Digital Firm', Laudon & Laudon, Pearson.
- ❖ 'Management Information Systems- Managing Information Technology in the Business Enterprise', O'Brien J, TMH.



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❖ 'Management Information Systems', *Mc leod, Raymond & Schell, George P* , Pearson.

E-Resources

- ❖ <http://www.openlearningworld.com/innerpages/Fundamentals%20of%20MIS.htm>
- ❖ http://education-portal.com/articles/List_of_Free_Online_MIS_Courses_and_Classes.html