



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**Proposed Syllabus for MBA – I, Sem: I & II (Year 20-21)**



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**SYLLABUS**

**FOR**

**MASTER OF BUSINESS ADMINISTRATION**

**YEAR – I SEMESTER: I & II**

**ACADEMIC YEAR 2020-21**



**Proposed Syllabus for MBA – I, Sem: I & II (Year 2020-21)**

INDUS UNIVERSITY, AHMEDABAD													
MBA-1, SEMES TER-1 SCHEME W.E.F. YEAR 2018-19													
Sr. No.	Sub. Code	Name of the subject	Teaching scheme			CREDIT	Hours	Examination Scheme					
			(per week)					Theory			Practical		Total
			L	T	P			CIE		ESE	CIE	ESE	Marks
								MID	IE				
1		Indian Ethos and Business Ethics	3	0	0	3	3	30	10	60	-	-	100
2		Managerial Economics	3	0	0	3	3	30	10	60	-	-	100
3		Managerial Communication	3	0	0	3	3	30	10	60	-	-	100
4		Organizational Behavior and Design	3	0	0	3	3	30	10	60	-	-	100
5		Accounting for Managers	3	0	0	3	3	30	10	60	-	-	100
6		Business Environment	3	0	0	3	3	30	10	60	-	-	100
7		Business Statistics and Analytics for Decision Making	3	0	0	3	3	30	10	60	-	-	100
8		Financial Management	3	0	0	3	3	30	10	60	-	-	100
<b>Sem I Total</b>			<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>240</b>	<b>80</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>800</b>

MBA-1, SEMES TER-2 SCHEME W.E.F. YEAR 2018-19													
Sr. No.	Sub. Code	Name of the subject	Teaching scheme			CREDIT	Hours	Examination Scheme					
			(per week)					Theory			Practical		Total
			L	T	P			CIE		ESE	CIE	ESE	Marks
								MID	IE				
1		Marketing Management	3	0	0	3	3	30	10	60	-	-	100
2		Quantitative Techniques	3	0	0	3	3	30	10	60	-	-	100
3		Human Resource Management	3	0	0	3	3	30	10	60	-	-	100
4		Operations Management	3	0	0	3	3	30	10	60	-	-	100
5		Computer Applications for Business Decision Making	3	0	0	3	3	30	10	60	-	-	100
6		Cost and Management Accounting	3	0	0	3	3	30	10	60	-	-	100
7		New Enterprise and Innovation Management	3	0	0	3	3	30	10	60	-	-	100



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**Proposed Syllabus for MBA – I, Sem: I & II (Year 20-21)**

8	Project Management	3	0	0	3	3	30	10	60	-	-	100
<b>Sem 2 Total</b>		<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>240</b>	<b>50</b>	<b>480</b>	<b>0</b>	<b>0</b>	<b>800</b>



Proposed Structure

	Level	Subject Name	Credits	Page No.
Sem 1	S1-1	Indian Ethos and Business Ethics	3	
	S1-2	Managerial Economics	3	
	S1-3	Managerial Communication	3	
	S1-4	Organizational Behavior and Design	3	
	S1-5	Accounting for Managers	3	
	S1-6	Business Environment	3	
	S1-7	Business Statistics and Analytics for Decision Making	3	
	S1-8	Financial Management	3	
Sem 2	S2-1	Marketing Management	3	
	S2-2	Quantitative Techniques	3	
	S2-3	Human Resource Management	3	
	S2-4	Operations Management	3	
	S2-5	Computer Applications for Business Decision Making	3	
	S2-6	Cost and Management Accounting	3	
	S2-7	New Enterprise and Innovation Management	3	
	S2-8	Project Management	3	
SIP		6 - 8 Weeks	6	



SEMESTER – I

Subjects:

1. **Indian Ethos and Management Practices**
2. **Managerial Economics**
3. **Managerial Communication**
4. **Organizational Behavior and Design**
5. **Accounting for Managers**
6. **Business Environment**
7. **Business Statistics and Analytics for Decision Making**
8. **Financial Management**



<b>Subject: Indian Ethos and Management Practices</b>								
<b>Program: MBA</b>				<b>Subject Code:</b>			<b>Semester : I</b>	
<b>Teaching Scheme</b>				<b>Examination Evaluation Scheme</b>				
<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>Credits</b>	<b>University Theory Examination</b>	<b>University Practical Examination</b>	<b>Continuous Internal Evaluation (CIE)- Theory</b>	<b>Continuous Internal Evaluation (CIE)- Practical</b>	<b>Total</b>
3	0	0	3	30/60	-	20/40	-	100

### **Course Objectives:**

- This course is designed to make the students learn the management principles lessons from historic events.
- It also aims at helping students see the application of these theories to contemporary situations

### **Course Content:**

#### **UNIT-I**

- History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga,
- Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma-
- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of

#### **UNIT-II**

- Introduction to Management:  
Definition, Nature, Types of Managers, Managerial skills and Levels, Basic Functions of Management
- Evolution of Management Theory: Scientific Management—F.W. Taylor, Henry L Gantt, Frank and Lillian Gilbreth, Theory of Henry Fayol, Fayol's vs. Taylor's comparison. Behavioural Model of Management (Hawthorne studies), Modern Theories of Management (Systems Management School, Situational Approach School)



### **UNIT-III**

- Planning:  
Definition, Nature, Importance, Types of Planning, Steps in Planning
- Organizing:

Concept, Definition, Formal and Informal Organisation, Organizational Structure, Span of Management, Delegation of authority, Departmentation

### **UNIT-IV**

- Staffing: Definition, Factors affecting Staffing—The External and Internal Environment, Identification of Job Requirements, Job Evaluation, Recruitment, Selection, Placement, Training and development
- Leadership: Definition, Leadership Characteristics, Leadership Theories

### **UNIT-V**

- Directing and Controlling: Meaning of Motivation, Motives, Motivation theories; Meaning of directing & control, Need of Control, Control Process

### **Course Outcome :**

At the end of this chapter, Student will be able to:

- Unearth the management learning hidden in our rich history.
- understand the dynamics of morality
- identify the constant in morality
- recognize the variable values in morality

### **Text Books :**

- T.N.Chhabra Principles and Practice of Management Dhanpat Rai & Co. New Delhi
- J.P.Pathak Fundamentals of Management Vikas Publication
- Rajeesh Viswanathan Principles of Management: Concept & Cases Himalaya Publishing House

### **Reference Books :**

- L.M.Prasad – Principles and Practice of Management (2001) Sultan Chand and Sons - Edition- 5
- Robbins, DeCenzo and Bhattacharyya Essential of Management Pearson Publication
- Koontz, H. and Wehrich, H (1998) & (2001) Essentials Of Management (Tata McGraw



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**Proposed Syllabus for MBA – I. Sem: I & II (Year 20-21)**

Hill: New Delhi) Edition- 5<sup>th</sup> and 10<sup>th</sup>

**Web resources:**

**MOOCs:**





Subject: Managerial Economics								
Program: MBA				Subject Code:			Semester : I	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

### Course Objectives:

- The course is aimed at building a perspective necessary for the application of model economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm at the micro level.
- The course will also look at recent developments in business in the context of economic theory.
- To provide basic theories and tools of analysis and develop an understanding of the behavior of various economic agents to help decision-making.

### Course Content:

#### UNIT-I

- Principles of Economics. How people make decisions, How people interact and How the Economy as a whole works
- Thinking like an Economist. Assumptions, Economic Models and Micro and Macro Economics
- The market forces of supply and demand. Markets and Competition, Demand Curve and Supply Curve and combination
- Elasticity and its applications. The price elasticity of Demand and its determinants. The price elasticity of Supply and its determinants. The variety of Demand Curves and Supply Curves.

#### UNIT-II

- Consumer surplus; Producer surplus; Market efficiency – the benevolent social planner, evaluating the market equilibrium; Market efficiency and market failure
- Consumer Preference and Choice: Consumers, producers and the efficiency of markets



- The costs and economics of production Cost concept and analysis, short-run and long-run cost curves and its managerial use .The various measures of cost – FC, VC, AC, MC, cost curves and their shapes (rising MC, U-shaped ATC, the relation between MC and ATC), typical cost curves; Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale

### **UNIT-III**

- Market Structure: Perfect Competition, features, determination of price under perfect competition.
- Monopoly: Feature, pricing under monopoly, Price Discrimination.
- Monopolistic: Features, pricing under monopolistic competition, product differentiation.
- Oligopoly: Features, kinked demand curve, cartels, price leadership.
- Choice under Uncertainty and Game Theory Nash Equilibrium, Prisoners' Dilemma, types of Game.

### **UNIT-IV**

- Measuring a nation's income. The Economy's income and expenditure, The components of GDP, Real v/s Nominal GDP
- Measuring the cost of living. The consumers' Price Index, Economic variables and Effects of inflation
- Production and growth. Productivity: Its role and determinants.
- The monetary system. The meaning of Money, Banks and Money supply

### **UNIT-V**

- Money Supply and Inflation, Causes of Inflation , Causes of Inflation, Measuring Inflation
- The short-run tradeoff between inflation and unemployment The Phillips Curve
- Open-economy macroeconomics – Basic concepts  
The international flow of goods and capital – the flow of goods (exports, imports, net exports), the flow of capital (net foreign investment), the equality of net exports and net foreign investment; savings, investment and their relationship to the international flows;
- Aggregate demand and aggregate supply. Three key facts about economic fluctuations; Explaining short-run economic fluctuations; The aggregate demand curve; The aggregate supply curve; Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply)

### **Course Outcome :**

- Understanding the basic concepts of managerial economics.



- Understanding the reason for existence of firms.
- Understanding the economic goals of the firms and optimal decision making.
- The applications of Discounting Principle and Opportunity Cost Principle.
- Understanding basic concepts of macroeconomics.

**Text Books:**

1. Principles of Economics N Gregory Mankiw Cengage Learning latest edition
2. Managerial Economics Geetika Piyali & Ghosh Purba Roy Choudhary Tata McGraw Hill 2<sup>nd</sup> edition
3. Managerial Economics D.N Dwivedi Vikas Publication latest edition

**Reference Books:**

1. Managerial Economics Theory and Applications Dr. D.M.Mithani Himalaya Publication latest edition
2. Business Economics Andrew Gillespie Oxford Publication latest edition
3. Managerial Economics Yogesh Maheshwari Prentice Hall India Latest edition
4. Managerial Economics Christopher R Thomas S Charles Maurice Sumit Sarkar Tata McGraw Hill 9<sup>th</sup> Special Indian Edition
5. Microeconomics: Theory and Applications, D Salvatore Oxford Publication
6. Managerial Economics, Atmanand Excel Books Latest edition
7. Advanced Microeconomic Theory, Mishra and Puri Himalaya Publishing House latest edition

**Web resources:**

**MOOCs:**



<b>Subject: Managerial Communication</b>								
<b>Program: MBA</b>				<b>Subject Code :</b>			<b>Semester : I</b>	
<b>Teaching Scheme</b>				<b>Examination Evaluation Scheme</b>				
<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>Credits</b>	<b>University Theory Examination</b>	<b>University Practical Examination</b>	<b>Continuous Internal Evaluation (CIE)- Theory</b>	<b>Continuous Internal Evaluation (CIE)- Practical</b>	<b>Total</b>
3	0	0	3	30/60	-	20/40	-	100

### **Course Objectives:**

- Appraise students about the dynamics of communication in a business environment.
- Equip the students with the ability to write effectively across different formal platforms.
- Enable students to communicate orally in diverse situations.
- Facilitate the students to interpret non-verbal communication and manage it.
- Enhance the skills in view of contemporary communication scenario to fit in the fast developing global arena.

### **Course Content:**

#### **UNIT-I**

##### **Nature and Scope of Business Communication**

- Meaning and Importance of Communications.
- Elements of Communications
- Business Communication Process
- Forms of Communication
- Organisational Communication
- Barriers of Communication & Seven C's of Communications to overcome barriers.

#### **UNIT-II**

##### **Effective Oral and Non-verbal Communication**

- Listening Skills - Definition, anatomy of poor listening skills; Strategies to be a good listener
- Reading Skills - Techniques of Reading
- Effective Business Presentations
- Non-verbal Communication



### **UNIT-III**

#### Effective Written Communication

- Basic pattern and process of Writing Business Messages
- Format of Letters and Memos
- Types of Messages – Persuasive Messages, Negative Messages and Neutral Messages

### **UNIT-IV**

#### Applications at Workplace

- Job Application and Resume Writing
- Group Discussion – Protocol & Discussion Techniques
- Interviews - Types of Interviews and Strategies for success in interviews

### **UNIT-V**

#### Contemporary Communication Issues

- E-mails writing
- Preparing Business Reports and Proposals
- Communication in the Global context

### **Course Outcome:**

On completion of this course, learners will be able to:

1. Understand the scope of communication and learn its importance and implication strategies.
2. Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.
3. Imbibe the mechanics of writing and construct effective paragraphs which befit in a longer composition.
4. Use different forms of written communication techniques to make effective internal and external business correspondence.
5. Produce different types of reports with appropriate format, organization and language.

### **Text Books:**

1. Lesikar, R.V; Flatley, M.E.; R.Kathryn; Pande.N (2009)11<sup>th</sup> edition. Basic Business Communication Skills: Making connections in the Digital world Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Murphy H. A; Hildebrandt H.W; Thomas J.P (2011) 7<sup>th</sup> edition. Effective Business Communication Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Chaturvedi P.D; Chaturvedi M 2nd edition, Business Communication: Concepts, Cases and Applications. Pearson Education

### **Reference Books:**



- Meenakshi Raman & Prakash Singh,(Latest) Business Communication. Oxford University Press
- Mallika Rawal (2012).Business Communication. Cenage Learning
- Meeta Ghosh (2012)Business Communication Skills. Pearson Education
- Kaul, Asha Business Communication PHI
- Koneru Arun Professional Communication Tata McGraw-Hill
- Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.
- Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill

**Web resources:**

**MOOCs:**



<b>Subject: Organizational Behavior and Design</b>								
<b>Program: MBA</b>				<b>Subject Code :</b>			<b>Semester : I</b>	
<b>Teaching Scheme</b>				<b>Examination Evaluation Scheme</b>				
<b>Lecture</b>	<b>Tutorial</b>	<b>Practical</b>	<b>Credits</b>	<b>University Theory Examination</b>	<b>University Practical Examination</b>	<b>Continuous Internal Evaluation (CIE)- Theory</b>	<b>Continuous Internal Evaluation (CIE)- Practical</b>	<b>Total</b>
3	0	0	3	30/60	-	20/40	-	100

### **Course Objectives:**

- Introduce the students to prominent theories, concepts and models that are used to understand and analyze human behavior in organizations
- Familiarize students to conceptual knowledge of theory and models relevant to teamwork and group functioning in organisations.
- Develop understanding of the organisational design features that influence effectiveness and the contingencies that impact the structure of organisations.
- Gather a working understanding of organisations as institutions including issues of structure, power, politics, leadership and change.
- Synthesize and critically examine theoretical and practical implications of individual, groups and organisations dynamics at workplace.

### **Course Content:**

#### **UNIT-I**

##### **Basic context of OB:**

- Meaning and definition of OB, Evolution of OB as a field of study and practice, OB model and contributing disciplines to the OB Field.

##### **Dynamics of Individual Behavior:**

- Foundations of Individual Behaviour
- Understanding Personality: Meaning and definitions of personality, functions of personality, trait and fit theories of personality, determinants of personality
- Understanding Perception and Attribution

#### **UNIT-II**



- Understanding Values and Attitude: Meaning and importance of values, how a person develops values, types of values. Understanding Attitude at work and their impact on behavior:
- Understanding Motivation at work: Theories (content and process theories) and Principles of Motivation. Applied motivational practices
- Understanding Leadership: Difference between Leader & a Manager, Theories of Leadership and Leadership Styles

### **UNIT-III**

- Understanding Groups and Teams:  
Meaning, definitions and importance of working in Groups, How Groups are formed, Stages of Group Development. Teams, Difference between groups and teams, Types of teams
- Understanding Interpersonal Relations and Transactions: Johari Window as a tool for improving quality of communication. Transactional analysis Approaches to effective communication.

### **UNIT-IV**

- Understanding Organisation Structure
- Organisational Design: Importance and Types of Organisational Design and consequences of poor design
- Managing Organizational Culture

### **UNIT-V**

- Organizational Life Cycle
- Organizational Change Management
- Organisational Power and Politics
- Managing Organizational Conflict

### **Course Outcome :**

- To gain a basic knowledge of individual and group behaviour as a distinct field in management with an emphasis on practical application.
- To enhance the students' understanding of one's own behaviour and its impact on others.
- To develop a meaningful insight to diagnose and effectively deal with human behaviour at the workplace.
- To develop students skills for influencing and managing individuals and groups thus enhancing personal & interpersonal skills.
- To increase students understanding of how individuals and groups influence organizations in goal achievement.





**Text Books:**

1. Organizational Behavior by Margie Parikh / Rajan Gupta, Tata McGraw-Hill Latest edition
2. Organizational Behavior by Stephen Robbins, Pearson Education Latest edition

**Reference Books:**

1. Organizational Behaviour by Debra L. Nelson & James C. Quick, Preetam Khandelwal, Cengage Learning Organizational Behaviour by Micheal Butler & Edward Rose, Publisher Jaico Publication
2. Management & Organizational Behavior by P.Subba Rao, Publication Himalaya Publishing House
3. Organizational Behaviour by K. Aswathappa Himalaya Publishing House
4. Organizational Behaviour by Niraj Kumar Himalaya Publishing House
5. Case in Organization Behaviour and HRM by Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi, Publisher Tata McGraw-Hill
6. Understanding Organizational Behavior by Udai Pareek, Published by Oxford
7. Organizational Behavior by Mcshane and Radha Sharma Published by McGraw-Hill

**Web resources:**

**MOOCs:**



Subject: Accounting for Managers								
Program: MBA				Subject Code :			Semester : I	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

### Course Objectives:

- To acquaint the students with the fundamental principles of accounting.
- To familiarize the students with the mechanics of preparing and presentation of financial statements of an organization. It is also to understand the Accounting Policies and Standards, Guidelines involved in the preparation of Financial Statements
- To enable the students to analyze and interpret Financial Statements.
- To familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements and their uses in Managerial Decision Making

### Course Content:

#### UNIT-I

- Financial Accounting- Framework and fundamental: Accounting Concepts and Principles under GAAP, Accounting equation, Expenses and Income, Classification of Assets and Liabilities
- Accounting for Business Transactions (Journal to Trial Balance )
- Preparation of Financial Statements - From Trial balance to Balance sheet and profit and loss account for non corporate and corporate entities

#### UNIT-II

- Introduction of Accounting Standards
- Valuation of Inventories (AS-2), Revenue Recognition and Recognition of Expenses (AS-9),
- Accounting for Capital Expenditure- Fixed Assets and other Assets under Indian Accounting Standards [Accounting for Fixed Assets (AS-10), Depreciation Accounting (AS-6)]
- Accounting for Investment (AS-13)



### **UNIT-III**

- Financial Statement Analysis- Comparative Financial Statements, Common Size Statement
- Ratio Analysis, Earning Per Share (AS-20)

### **UNIT-IV**

- Cash Flow Analysis (AS-3)
- Segment Reporting (AS-17)
- Reporting Financial Performance and Corporate Governance Report

### **UNIT-V**

- Contemporary issues in Accounting: eXtensible Business Reporting Language (XBRL), Inflation Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting
- Computerized Accounting

### **Course Outcome:**

- To understand the fundamentals of financial accounting;
- To create an awareness of the importance and usefulness of the accounting function;
- To develop an understanding of financial statements and the principles and concepts underlying them;
- To lay foundation for developing the skills to interpret Financial Statements;
- To understand and proper presentation of company's Annual report; Cash flow and fund flow statement, ratio analysis;
- To review the developments in accounting

### **Text Books:**

1. Financial Accounting, Dhanesh K Khatri Tata McGraw Hill Latest edition
2. Financial Accounting A Managerial Perspective R. Narayanaswamy PHI Latest Edition
3. Financial Accounting for Management An Analytical Perspective Ambrish Gupta Pearson latest edition

### **Reference Books:**

- Essentials of Financial Accounting (Based on IFRS) Ashish K. Bhattacharya PHI 2<sup>nd</sup> Edition
- Financial Accounting V. Rajasekaran & R. Lalitha Pearson Latest edition
- Basic Financial Accounting For Management Paresh Shah Oxford University Press latest edition
- Accounting for Management, Text & Cases S. K. Bhattacharyya and John Dearden, Vikas Publishing House Pvt. Ltd latest edition



- Financial Accounting for Management H.V. Shankaranarayana & H.R. Ramanath Cengage Learning Latest edition
- Financial Accounting for Managers T.P.Ghosh Taxmann's 4<sup>th</sup> edition
- Financial Accounting Varadraj Bapat Mehul Raithatha Tata McGraw Hill Latest edition

**Web resources:**

**MOOCs:**

Subject: Business Environment								
Program: MBA				Subject Code:			Semester : I	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

**Course Objectives:**

This course is intended to make students understand various social, political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

**Course Content:**

**UNIT-I**



### AN OVERVIEW OF BUSINESS ENVIRONMENT:

- A Glimpse of Business Environment
- Environmental Analysis and Forecasting:-Techniques for environmental analysis; Steps in environmental analysis; Types of environmental forecasting; Techniques for environmental forecasting; Benefits / importance of environmental analysis;
- Economic Environment:-Nature of the economy; Structure of the economy; Economic policies; Economic conditions.
- Political and Government Environment:-Functions of State; Economic roles of government; Government and legal environment; Economic roles of govt. in India; the Constitutional environment.
- Natural and Technological Environment:-Natural environment; Tech environment; Innovation; Technological leadership and follower ship; Technology and competitive advantage; Sources of technological dynamics; Time lags in tech. introduction/absorption; Appropriate tech and tech adaptation; Impact of tech on globalization; IT and marketing; Transfer of technology
- Demographic Environment:-Population size; Falling birth rate and changing age structure; Migration and ethnic aspects.

Case study: Mahindra & Mahindra

### UNIT-II

#### BUSINESS AND SOCIETY

- Societal Environment:-Business and society; Objectives and importance of business; Professionalization; Business ethics; Business and culture; Religion; Language; Culture and organizational behavior; Other social/cultural factors; Technological development and social change
- Social Responsibility of Business:-Classical and contemporary views; Social orientation of business; Factors affecting social orientation; Responsibilities to different sections; The Indian situation; Arguments for and against social involvement; Social audit.
- Meaning of Labor Environment: Labour Market and the factors affecting employability.

### UNIT-III



## INDUSTRIAL POLICIES AND REGULATIONS

- Industrial Policy:-Industrial policy up to 1991; The new industrial policy; An evaluation of the new policy
- IDRA and Industrial Licensing:-Industries (Development and Regulation) Act; Industrial licensing; the new policy.
- Public, Private, Joint and Co-operative Sectors:-Public sector; Growth and performance of public sector; The new public sector policy; Organization of public enterprises; Government and parliamentary control over public enterprises; Pricing policy in public enterprises; Department of Public Enterprises; Nationalization; Private sector; Joint sector; The concept of national sector; Cooperative sector
- Privatization and Disinvestment :-Expansion of public sector and its defects; Privatization reaction; Ways of privatization; Obstacles; Conditions for success of privatization; Benefits of privatization; Arguments against privatization; Sins and pitfalls of privatization; Rangarajan Committee and Disinvestment; Privatization in India
- Village and Small Industries :-The VSI sector; Definitions; SMEs in other countries; Importance; Development of VSI under the Plans; Promotional measures; Institutional support structure; State industrial policies; Khadi and village industries; Ancillary industries; Drawbacks and problems

## UNIT-IV

### ECONOMIC PLANNING AND DEVELOPMENT

- Planning in India:-The Planning Commission; The NDC; State plans; Formulation of the Plan; Performance
- Industrial Development Strategy:-Salient features of industrial planning and development; Capital goods vs. consumer goods; Roles of public and private sectors; Village and small industries; Comparative cost dynamics; Import substitution and export contribution; Capacity utilization; Regional disparities; An evaluation
- Planning and Development of Agriculture :-Phases of development; Expansion and development of inputs and services; Agricultural marketing; Agricultural price policy; Commodity exchange

## UNIT-V

### GLOBAL ENVIRONMENT

- GATT/WTO and Global Liberalization Objectives:- An evaluation of GATT; The Uruguay Round Agreement; GATT and WTO; Functions of WTO; Salient features of UR agreement; GATS; TRIMS; TRIPS; Evaluation of the Uruguay Round; UR agreement and developing countries; Implementation issues; UR agreement and India; Annexure to the chapter on the Doha Declaration
- International Investments:-Significance of foreign investment; Trade and investment; Types of foreign investment; Factors affecting international investment; Growth of



foreign investment; Dispersion of FDI; Portfolio investments; Cross-border M&As; Foreign investment in India; Foreign investment by Indian companies

**Course Outcome :**

- Analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.
- Critically assess the business environment of an organization using selected strategic tools.
- Conduct an in-depth analysis of a specific component of the business environment and relate it to your own organization.
- Construct and present scenarios that synthesize business environment information.

**Text Books :**

1. Business Environment – Text and Cases by Francis Cherunilam Himalaya Publishing House Latest Edition
2. Business Environment by Dr. Shaikh Saleem Pearson Education (Latest Edition),

**Reference Books :**

1. Essentials of Business Environment-by K.Aswathappa Himalaya Publishing House
2. Tulsian, P C(2009 Business Lawsby Tulsian, P C(2009) Tata Mc Graw Hill
3. Economic Environment of Business by T Paul J (2010) Tata Mc Graw Hill
4. Economic Environment of Business by Pailwar, V K Prentice Hall India Learning,

**Web resources :**

**MOOCs :**



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**Proposed Syllabus for MBA – I, Sem: I & II (Year 20-21)**





Subject: Business Statistics and Analytics for Decision Making								
Program: MBA				Subject Code :			Semester : I	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

### Course Objectives:

- This course in business statistics focuses on applications of data analysis and statistics to business studies methods for organizing and summarizing data.
- Students will be able to understand the importance of applying statistical analysis to solve business problems.
- Apply statistical techniques to solve problems. Interpret and communicate the results of statistical analysis.
- Analyze and solve basic statistical problems involving: descriptive measures of populations and samples, central tendency and variability, probability theory, correlation and simple linear regression.

### Course Content:

#### UNIT-I

- **Introduction to Statistics:** Definition, Function & Scope of Statistics. Collection of Data. Classification, Frequency Distribution, Diagrammatic and Graphic Presentation of Data.
- Measures of Central Tendency: Arithmetic Mean, Median, Mode, Geometric Mean and their merits and demerits, Weighted Arithmetic Mean.

#### UNIT-II

- **Measures of Variation:** Methods of studying variation- Range, Average deviation, Standard deviation, Coefficient of Variation.
- **Correlation Analysis:** Methods of Studying Correlation – Karl Pearson's coefficient of correlation, Spearman's Rank Correlation for ungrouped frequency distribution, Coefficient of determination.

#### UNIT-III

- **Regression Analysis:** Equation of Regression Lines for Ungrouped frequency distribution.



#### **UNIT-IV**

- **Time Series Analysis:** Meaning of Time Series. Analysis of Time Series. Components of Time Series. Model of Time Series. Methods of Measuring Secular Trends (T). Methods of Determination of Seasonal Fluctuations (S). Measurement of Cyclical Variations(C). Measurement of Irregular Variations.

#### **UNIT-V**

- **Basic Concepts in Probability:** Counting Rules, Permutations and Combinations. Venn diagram, Events, Set Operations on Events, Dependent and Independent Events, Introduction to Probability, Conditional Probability, Addition and Multiplication Rules of probability.

#### **Course Outcome:**

Upon completion of this course, students will be able to complete the following key tasks:

- Become aware of the value of data – to – information conversion Process understand the concept of probability & random variables and applications of important probability models.
- Understand the concept of probability & random variables and applications of important probability models.
- Understand the need and application of sampling methods.
- Understand and apply inferential statistical methods of estimation and testing of hypothesis.
- Perform time series analysis for forecasting.

#### **Text Books:**

- a) A Test Book of Business Statistics by Dr. Padmalochan Hazarika S.Chand Publication
- b) Fundamental of Statistics by S.C. Gupta Himalaya Publication
- c) Gupta and Gupta, Business Statistics. (Sultan Chand & Sons: New Delhi).

#### **Reference Books:**

- a) Richard I. Levin and David S. Rubin.(2009), Statistics for Management.(Pearson: New Delhi) Latest Edition
- b) Hogg (2004) Introduction to Mathematical Statistics (Pearson: New Delhi) Latest Edition
- c) Chandan, J. (2003), Statistics for Business Economics. (Vikas Publishing House) Latest Edition



**Web resources:**

**MOOCs:**

Subject: Financial Management								
Program: MBA				Subject Code:			Semester : I	
Teaching Scheme				Examination Evaluation Scheme				
Lecture	Tutorial	Practical	Credits	University Theory Examination	University Practical Examination	Continuous Internal Evaluation (CIE)- Theory	Continuous Internal Evaluation (CIE)- Practical	Total
3	0	0	3	30/60	-	20/40	-	100

**Course Objectives:**

- To Develop an Understanding of finance and enable the students to evaluate the firm's decision areas related to finance.
- Familiarize the students with analytical tools & techniques
- It is expected that the students possess a sound base in accounting principles and practices including financial analysis.
- Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds, and allocation of profits are taken within a framework of risk and return.
- The course also intends to make students gain the mechanical part of various decisions with the help of selected numerical problems available in various suggested text books.



- Students are expected to solve a large number of numerical and other assignments which would be the preparatory requirements of this course.

**Course Content:**

**UNIT-I**

Understanding the Meaning of Financial Management, Financial System, and Basics of Valuation

- Introduction to Financial Management;
- Introduction to the Financial System;
- The concept of Time value of money
- Valuation of Bonds and Shares

**UNIT-II**

Financing Decision and Sources of long term funds

- Risk and Return
- Cost of Capital
- Sources of Long term funds
- Raising Long term funds

**UNIT-III**

Capital Structure & Capital Budgeting

- Capital Structure (Theories)
- Capital Structure Planning
- Techniques of Capital Budgeting
- Estimation of Project Cash Flows

**UNIT-IV**

Working Capital Management

- Introduction to Working Capital Management
- Cash Management
- Sources of short term funds
- Credit Management
- Inventory Management

**UNIT-V**



### Dividend Decision and Contemporary Issues

- Dividend Policy
- Dividend Decision
- Value based Management
- Introduction to International Finance

### **Course Outcome :**

Upon successful completion of this course, students will be able to:

- Evaluate financial data utilizing various financial statement analysis techniques.
- Analyze the impact of corporate governance regulations.
- Compare managerial accounting strategic planning techniques.
- Assess managerial accounting decision-making techniques.
- Evaluate managerial accounting performance techniques.

### **Text Books :**

- M. Pandey Financial Management Vikas Publication 9<sup>th</sup> Edition or latest edition
- Prasanna Chandra Financial Management – Theory and Practice Tata McGraw-Hill Publishing Company, New Delhi 8<sup>th</sup> Edition or Latest edition.

### **Reference Books :**

- Srivastava & Misra Financial Management Oxford University Press (2008)
- Briham & Houston Fundamentals of Financial Management South-Western, Thomson Business Information India (P) Ltd., (2006) 10<sup>th</sup> Edition
- Brealey & Myers Principles of Corporate Finance Tata McGraw-Hill Publishing Company (2005) 7<sup>th</sup> Edition
- Reddy, Sudarsana Financial Management – Principles and Practice Himalaya Publishing (2008) 1<sup>st</sup> Edition
- Vishwanath, S. R. (2007) Corporate Finance - Theory and Practice Response Books, New Delhi 2<sup>nd</sup> Edition
- McMenamin, Jim Financial Management – An Introduction Oxford University Press, (2000) 1<sup>st</sup> Edition
- Sinha, P.K Financial Management Excel Books 1<sup>st</sup> Edition
- Bhat, S. Financial Management Excel Books (2007) 2<sup>nd</sup> Edition
- Peter DeMarzo, Jonathan Berk Financial Management Pearson Education
- Vyuptakesh Sharan Foundations of Financial Management Pearson Education Latest Edition
- G. Sudarsana Reddy Financial Management Latest Edition
- Lawrence J. Gitman Principles of Managerial Finance Pearson Education Latest Edition
- Khan & Jain Financial Management Tata McGraw-Hill Latest edition
- James Van Horne & John M. Vachowicz, Jr. Fundamentals of Financial Management



**SILVER OAK  
UNIVERSITY**  
EDUCATION TO INNOVATION

(Established under Gujarat Private Universities Act, 2009)

**Proposed Syllabus for MBA – I, Sem: I & II (Year 20-21)**

Pearson Education 11th or later edition

**Web resources:**

**MOOCs:**