



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Syllabus

Master of Business Administration

(Financial Administration)

MBA (FA)

Year - I

(Semester – II)

w.e.f. Session January – June 2026

(Academic Year: 2025- 26)



**SHRI VAISHNAV INSTITUTE OF
MANAGEMENT & SCIENCE, INDORE**
(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Syllabus

Master of Business Administration

(Financial Administration)

MBA (FA)

Year - I

(Semester – II)

w.e.f. Session January – June 2026

(Academic Year: 2025- 26)



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Shri Vaishnav Institute of Management & Science, Indore				
Department of Management (PG)				
Master of Business Administration (Financial Administration)				
Year – I (Semester – II)				
Course Details				
Session: January – June 2026				
(Academic Year: 2025- 26)				
S. No.	Course Type	Course Code	Name of the Subject	Total Credit
1.	Core	FA-201	Relational Database Management System	3
2.	Core	FA-202	Service Marketing	3
3.	Core	FA-203	Organizational Behaviour	3
4.	Core	FA-204	Bank Management	3
5.	Core	FA-205	Investment Management	3
6.	Core	FA-206	Financial Management	3
7.	Core	FA-207	Management Accounting	3
8.	Core	FA-208	Macro-Economic Theory and Policy	3

Scheme No. 71, Gumasta Nagar, Indore-452009 (Madhya Pradesh)
Ph.: 0731-2780011, 2789925 Mobile:9329912587 Toll Free No.: 1800 233 2601
Website: www.svimi.org; E-mail Address: svimi@svimi.org



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Master of Business Administration (Financial Administration)

Year – I (Semester – II)

S. No.	Course Code	Name of the Subject	Credit Hours
1.	FA-201	Relational Database Management System	3
2.	FA-202	Service Marketing	3
3.	FA-203	Organizational Behaviour	3
4.	FA-204	Bank Management	3
5.	FA-205	Investment Management	3
6.	FA-206	Financial Management	3
7.	FA-207	Management Accounting	3
8.	FA-208	Macro-Economic Theory and Policy	3



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction			
Programme: MBA (FA)		Class: Semester- II	Year: I
Subject: Financial Administration		Session: January- June 2026	
		Theory/ Practical: Both	
1.	Course Code	FA-201	
2.	Course Title	Relational Database Management System	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To introduce the basic concepts and the applications of database systems. 2. To explain the data models, basics of SQL and construct queries using SQL. 3. To describe the relational database design principles. 4. To familiarize students with the PL/SQL, PL/SQL block constructs. 5. To define database triggers, cursors, procedures and packages.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Identify the basic elements of a Relational Database Management System. CO2. Demonstrate the data models for relevant problems and construct basics of SQL. CO3. Design entity relationship and convert entity relationship diagrams into RDBMS. CO4. Construct PL/SQL, PL/SQL block constructs for the development of application. CO5. Prepare database triggers, cursors, procedures and packages.	
7.	Credit Value	03	
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Database Management Systems: Data, Database, Database Management Systems, Types of Database Management Systems –Relational, Hierarchical, Network, and Object oriented database management systems, Entity Relationship Model (E-R Model) Normalization Theory, Codd's Rules for RDBMS.	10
2.	Relational Database Management Systems: Concepts of RDBMS, Components of RDBMS, Introduction to SQL, Data Definition language, Data Manipulation Language, Query Language, Data Control Language,	08
3.	Cartesian Product and Joins, Use of Union, Intersection, Minus, SQL operators and functions, SQL select statement and type of queries, In, Exists, Group by Having and Like clause in SQL, View, Sequence and synonyms SQLPLUS, creating reports using SQLPLUS.	10
4.	SQL/PLSQL: Introduction to PL/SQL, The PL/SQL block constructs, using variables and SQL statement in the PL/SQL block, PL/SQL constructs like If..Else. Endif, Loop, Endloop, while loop etc.	09
5.	Working master detail relationship, writing triggers informs and creating list of values with cursors, creating and using stored functions, procedures and packages.	08



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	✚ Suggested Readings:
1.	Bipin C. Desai, “An Introduction to Database Systems”, Golgotha Publications Pvt. Ltd., New Delhi, 2001
	✚ Textbooks:
1.	Alexis Leon & Methews Leon , “Database Management Systems”, Vikas Publication
2.	Rob Coronel “Database Systems & Design, Implementation & Management“,
3.	“Database System Concepts”, Mc Graw Hill Inc., New York, 1997
	✚ Reference Books:
1.	Fundamentals of Database System By Elmasari & Navathe- Pearson Education
2.	Database System: concept, Design & Application by S.K.Singh (Pearson Education)
3.	Database management system by leon & leon (Vikas publishing House).
4.	Fundamentals of Database Management System – Gillenson, Wiley India
	✚ Suggestive Digital Platform Web Links:
1.	https://onlinecourses.nptel.ac.in/noc22_cs91/preview
2.	https://www.oracle.com/in/database/what-is-a-relational-database/
3.	https://www.ibm.com/think/topics/relational-databases
	✚ Suggested Equivalent Online Courses:
1.	https://www.eicta.iitk.ac.in/courses/professional-certificate-course-in-data-analytics
2.	https://www.udemy.com/course/relational-database-management-systemrdbms-complete-



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 70 Section (B): NA Section (C): NA	Total Marks: 70
Practical Exam	Total Marks: 20	
Total Marks	(Internal Assessment + External Assessment + Practical Exam) (10 + 70 + 20) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction			
Programme: MBA (FA)		Class: Semester- II	Year: I
		Session: January- June 2026	
Subject: Financial Administration			Theory/ Practical: Theory
1.	Course Code	FA-202	
2.	Course Title	Service Marketing	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	<ol style="list-style-type: none"> 1. To introduce the fundamental concept of Service, Service Marketing and its contribution in Economic Growth. 2. To develop an understanding of service marketing strategies including the service marketing mix and service management processes. 3. To identify and interpret segmentation, differentiation and positioning strategies for service organizations. 4. To understand and apply service quality models for managing service quality and productivity, and to foster relationship marketing. 5. To design and recommend Service Marketing Strategies for various Sectors. 	
6.	Course Outcomes (COs)	<p>On the completion of the course, learners will be able to:</p> <p>CO1. Describe the nature, classification and marketing challenges of services.</p> <p>CO2. Apply internal, external and interactive marketing strategies and elements of the services marketing mix in managerial decisions</p> <p>CO3. Analyze and design segmentation, differentiation and positioning strategies for service markets</p> <p>CO4. Apply Service Quality Models- Gronroos and Parasuraman for productivity and customer relationships.</p> <p>CO5. Compose marketing strategies for different service sectors such as financial, health, hospitality, education and NGOs.</p>	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction to Services: Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges in Service Marketing	9
2.	Service Strategy and Marketing Mix: Designing a Service Strategy, Service Management Process, Internal, External and Interactive Marketing Strategies, Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidence, Process Decisions	9
3.	Strategic Issues in Service Marketing: Segmentation of Services, Differentiation in Services, Positioning of Services	9
4.	Service Quality, Productivity and Relationship Marketing: Managing Service Quality and Productivity, Concept, Dimensions and Process of Service Quality, Service Quality Models (Gronroos and Parasuraman) – Application and Limitations, Productivity in Services, Relationship Marketing: Concept, Processes and Importance	9
5.	Creating, Delivering and Applying Service Marketing: Creating and Delivering Services, Planning, Design, Development and Delivery of Services, Product Support Services, Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.	9



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources

Textbooks, Reference Books, Other Resources

✚ Suggested Readings:

1. Journal of Services Marketing (Emerald Insight)
2. Service Industries Journal (Taylor & Francis)
3. Harvard Business Review articles on Service Strategy & Customer Experience
4. Research papers on Gronroos Model, SERVQUAL, Customer Relationship Management, Service Innovation, etc.

✚ Textbooks:

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. Services Marketing: Integrating Customer Focus Across the Firm — McGraw Hill.
2. Lovelock, C. H., Wirtz, J., & Chatterjee, J. Services Marketing: People, Technology, Strategy — Pearson.
3. Ravi Shankar Services Marketing: The Indian Perspective — Vikas Publishing House.

✚ Reference Books:

1. Payne, Adrian — The Essence of Services Marketing.
2. Christopher H., Payne A., & Ballantyne D. Relationship Marketing — Butterworth–Heinemann.
3. Hoffman, K. D. & Bateson, J. E. G. Services Marketing: Concepts, Strategies & Cases — Cengage Learning.
4. Rathmell J.M. — Marketing in the Service Sector — Cambridge University Press.
5. GovindApte — Services Marketing — Oxford University Press.

✚ Suggestive Digital Platform Web Links:

1. Government & Policy- Ministry of Commerce & Industry
2. Business Knowledge- Harvard Business Review
3. Online Learning- SWAYAM (NPTEL)
4. Market Reports- Statista, IBEF
5. Service Quality Resources- American Marketing Association
6. Case Studies- McKinsey Insights

✚ Suggested Equivalent Online Courses:

1. **SWAYAM / NPTEL:** Services Marketing – by IIT / Management Institutions
2. **Coursera:** Services Marketing: Customer Experience & Service Excellence
3. **edX:** Digital Transformation in Services
4. **LinkedIn Learning:** Customer Service Foundations, Service Strategy & Design
5. **HubSpot Academy:** Customer Support and Relationship Management (Free Certification)



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 66 Section (B): 24 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction			
Programme: MBA (FA)		Class: Semester- II	Year: I
Subject: Financial Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	FA-203	
2.	Course Title	Organizational Behaviour	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To understand individual behavior through concepts of personality, attitudes, perception, and learning. 2. To differentiate motivational theories for enhancing employee performance and satisfaction. 3. To study group dynamics, identify sources of conflict, and apply negotiation techniques for effective team management. 4. To discriminate among the leadership theories and styles and assess the role of emotional intelligence in managerial effectiveness. 5. To interpret organizational culture and change management processes for developing effective stress and time management strategies.	
6.	Course Outcomes (COs)	On the completion of the course, learners will be able to: CO1. As determinants of Individual behavior, the concept of personality attitudes, perception learning and OB models. CO2. Recognize and compare motivational theories and design strategies to enhance employee performance. CO3. Examine group dynamics, identify causes of conflict and apply negotiation techniques for effective team management. CO4. To choose the appropriate leadership theories and the role of emotional intelligence in improving managerial effectiveness. CO5. Appraise organizational culture and change processes and formulate strategies for effective stress and time management.	
7.	Credit Value	03	
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Foundations of Individual and Organizational Behavior Models, Personality— Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception Factors affecting Perception and Cognitive Dissonance theory.	10
2.	Motivation: Needs, Contents and Processes; Maslow’s Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification.	08
3.	Foundations of Group Behavior and Conflict Management and Negotiation: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making. Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques.	10
4.	Leadership: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler’s Model, Hersey and Blanchard's Situational theory, Leader Member Exchange theory, Path Goal theory, Charismatic Leadership.	08
5.	Organizational Change and Stress Management: forces of Change, Resistance to Change, and Lewin’s Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress.	09



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. “Organizational Behaviors “M.N. Mishra, Vikas Publication, New Delhi.
2. 2002. Stephen P. Robbins, “Organizational Behaviour: Concepts and Applications”.
3. Fred Luthans, “Organizational Behaviour”, New York, McGraw Hill, 8th Edn., 1998

Textbooks:

1. Organizational Behavior by K. Aswathappa
2. Organizational Behavior by J.S. Chandan

Reference Books:

1. Organizational behavior (19th ed.). Pearson.

Suggestive Digital Platform Web Links:

1. <https://www.edx.org/learn/organizational-behavior>
2. <https://www.walkme.com/blog/organizational-behavior/>

Suggested Equivalent Online Courses:

1. <https://www.coursera.org/learn/managing-people-iese>
2. <https://www.coursera.org/specializations/organizational-leadership>



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 66 Section (B): 24 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction				
Programme: MBA (FA)		Class: Semester- II	Year: I	Session: January- June 2026
Subject: Financial Administration			Theory/ Practical: Theory	
1.	Course Code	FA-204		
2.	Course Title	Bank Management		
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core		
4.	Pre-Requisite (if any)	Not Required		
5.	Course Objectives	1. To introduce the basic concepts, of Bank Management and its regulations. 2. To evaluate and interpret the bank performance using various model. 3. To evaluate loan proposal and analyze investment portfolio of bank. 4. To explain global banking activities and its participants. 5. To enable an understanding about banking merger, E-Banking, M Banking.		
6.	Course Outcomes (COs)	On the completion of the course, learners will be able to: CO1. Understand Banking Industry. CO2. Evaluate and interpret the bank performance. CO3. Explain loan proposal and analyze investment portfolio of banks. CO4. Describe global banking activities and its participant. CO5. Explain about banking merger, E-Banking, M banking.		
7.	Credit Value	03		
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Overview of the Banking Industry and Regulation, Fundamental of change in Banking A case: GE Capital Services. Bank Organization & Regulation, Structure of Banking Industry & Organizational forms, Bank Regulations	06
2.	Evaluating Bank Performance, Commercial bank Financial Statements Relationship between Income& Balance sheet statement, Return of Equity Model& Trade off, CAMELS Rating, Alternative Models of Bank Performance, and Managing Non interest income and noninterest expenses. Managing cost of Funds, Bank Capital and Liquidity, Managing Liabilities and cost of Funds, The effective use of Capital, Liquidity planning and Managing cash asset	11
3.	Credit Management, Credit Policies, Evaluating Loan Proposal, Evaluating Consumer Loans, Credit Analysis, Managing Investment Portfolio, Investment Portfolio and Policy Guidelines, Characteristics of various securities, Active Investment Strategies	14
4.	Global Banking Activities, Global Banking Participants, Universal Banking	05
5.	Bank's Merger Acquisition, Recent Travel, f-Tow do Mergers Add Value, Valuation Procedures, A case study. E-Banking, Bank Technology overview, Bank Services on Computers, M Banking	09



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	✚ Suggested Readings: <ol style="list-style-type: none">1. Shekhar & Shekhar “Banking Theory and practice”, Vikas Publication (P) Ltd. New Delhi.2. Bank Management- Vasant Desai, Himalaya publishing house.3. Banking & Insurance- Gulati Neelam C. Excel books publishing
	✚ Textbooks: <ol style="list-style-type: none">1. Timothy W.Koch and MacDonald S. Scott, Bank Management, 4th Edn, the Dryden Press2. Marilyn R.Seymann, managing Bank Technology, Toppan Company PTE, Singapore
	✚ Reference Books: <ol style="list-style-type: none">1. William T. Thornhill, Risk Management for Financial Institutions, Bankers Publishing Company, Illionis
	✚ Suggestive Digital Platform Web Links: <ol style="list-style-type: none">1. https://www.elevify.com/en/courses/business-and-economics/finance/bank-management-course-2. https://alison.com/course/introduction-to-banking
	✚ Suggested Equivalent Online Courses: <ol style="list-style-type: none">1. https://onlinecourses.swayam2.ac.in/imb20_mg17/preview2. https://onlinecourses.nptel.ac.in/noc21_mg15/preview



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 90 Section (B): NA Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction			
Programme: MBA (FA)		Class: Semester- II	Year: I
Subject: Financial Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	FA-205	
2.	Course Title	Investment Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To define investment theory and discuss the securities and functioning of financial markets. 2. To enable students to apply tools for valuation, trading, speculation, hedging, and risk measurement. 3. To analyze tax structures, index formation, and their impact on investment decisions. 4. To equip students with skills to organize companies, industries, and economic environments using the EIC framework. 5. To access technical analysis skills and financial models for portfolio management at global level.	
6.	Course Outcomes (COs)	On the completion of the course, learners will be able to: CO1. Understand traditional and modern theories of investment. CO2. Value common stocks using models such as dividend discount, constant growth, and multistage growth models. CO3. Compute after-tax returns and understand capital gains/losses. CO4. Conduct economic analysis using key indicators and forecasting techniques. CO5. Apply technical tools such as charts, moving averages, volume analysis, and relative strength.	
7.	Credit Value	03	
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	<p>Introduction to Investment Theory : Introduction to Investment, Economics of Investment, Traditional and Modern Investment Theory, Development & History of Investment,</p> <p>Securities & Markets : Classification of Securities, Government Bonds, Corporate Fixed Income Securities, Corporate Stocks, Options, Warrants, Forwards & Futures, Mutual Funds, Investment Companies, Mortgage Securities, Primary & Secondary Markets, Organized Exchanges & Over-the-Counter Markets, Computerized Trading Techniques</p>	10
2.	<p>Valuation of securities: Speculating, Hedging & Arbitrage, Common Stock Valuation, Dividend vs. Earnings, Constant Growth Model, Multistage Growth Model, P/E Ratio Analysis, Bond Valuation, Present Value Model, Valuing Risk-less Bonds, Yield to Maturity (YTM), Modified Duration (MD), Interest Rate Elasticity & Risk on Investment Strategy: Tax Structure, Income Taxed, Capital Gains & Losses, Computing After-Tax Returns, Locked-in Effect, Dividend Clienteles, Effect of Dividend on Expected Stock Returns, Expected Return on Taxed vs. Tax-Exempt Securities.</p> <p>Index: Index Preparation, Basis of Index Changes, Study of Important Indices</p>	09
3.	<p>Taxes on Investment Strategy: Tax Structure, Income Taxed, Capital Gains & Losses, Computing After-Tax Returns, Locked-in Effect, Dividend Clienteles, Effect of Dividend on Expected Stock Returns, Expected Return on Taxed vs. Tax-Exempt Securities.</p> <p>Index: Index Preparation, Basis of Index Changes, Study of Important Indices</p>	09
4.	<p>EIC Frame Work: (EIC Framework), Economic Analysis, Key Economic Indicators, Economic Forecasting, Risk Measurement & Ratings, Sectoral Analysis, International Lateral Comparison, Company Analysis, Performance & Prospects, Preparing Equity Research Report ,Ratio Analysis involved, ESP & P/E Conflicts</p>	08
5.	<p>Technical Analysis: Dow Theory, Bar Charts, Point & Figure Charts, Confidence Index, Relative Strength Analysis, Volume Analysis, Moving Averages, Designing Technical Tools,</p> <p>Modeling: Financial Modeling, Modeling in Developing Markets, Investor Behavior & Financial Modeling, Global Portfolio Management, Risk-Return in International Investing, Global Asset Allocation, Chaos Theory & Capital Markets.</p>	09



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources

Textbooks, Reference Books, Other Resources

✚ Suggested Readings:

1. Investment Management: Security analysis & Portfolio Management-by V.K. Bhalla
2. Investment Management Theory & Practice by Dr.R.P. Rustogi
3. Investment Analysis and Portfolio Management by Prasanna Chandra

✚ Textbooks:

1. Security Analysis & Portfolio Management Jordan & Fisher PH 1
2. Modern Investment Theory Robert A Haugen, PH 1
3. Investment & Securities Markets in India VA Avadhani, Himalayas Investments Tackclack Francis, Tata McGrawhill, Investment : Ftbozzi, PHI, Economic Modeling

✚ Reference Books:

1. Financial Statement Analysis- by K.R. Subramanyam
2. Investment Valuation- by Aswath Damodaran
3. Technical Analysis of the Financial Market-by John J.Murphy

✚ Suggestive Digital Platform Web Links:

1. <https://www.classcentral.com/course/swayam-investment-management-119502>
2. <https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-value-investing>

✚ Suggested Equivalent Online Courses:

1. SAWAYAM- Investment/Investment Analysis
2. Coursera- Financial Market



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 66 Section (B): 24 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction			
Programme: MBA (FA)		Class: Semester- II	Year: I
Subject: Financial Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	FA-206	
2.	Course Title	Financial Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To understand the fundamental concepts of finance and evaluate various traditional and modern long-term financial sources. 2. To apply and interpret operating, financial, and composite leverage to assess their impact on business performance. 3. To prepare funds flow and cash flow statements and determine working capital requirements for smooth business operations. 4. To apply the concept of cost of capital and time value of money to evaluate investment proposals through capital budgeting techniques. 5. To analyze major capital structure and dividend theories and develop suitable policies for effective financial decisions.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Explain fundamental finance concepts and compare various traditional and modern long-term financial sources. CO2. Compute operating, financial, and composite leverage and evaluate their impact on business risk and profitability. CO3. Prepare funds flow and cash flow statements and analyze working capital requirements for effective business operations. CO4. Apply cost of capital and time value of money concepts to evaluate and select suitable investment proposals. CO5. Analyze capital structure and dividend theories and recommend appropriate financial policies for organizational decisions.	
7.	Credit Value	03	
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Finance: Nature, Scope, Role of Finance Manager, Objective of Finance Functions, Concepts and Nature of Traditional and Modern Sources of long term finance	06
2.	Leverage analysis-Operating, Financial & Composite leverages and their applications	08
3.	Funds flow analysis and cash flow analysis. Working capital requirements–determinants and determination	12
4.	Cost of Capital. Capital Budgeting: time value of money. Various methods of evaluating proposals and decision rules	11
5.	Capital Structure Theories and Decisions, Dividend Decisions	08



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>✚ Suggested Readings:</p> <ol style="list-style-type: none">1. I.M. Pandey, Financial Management, New Delhi, Vikas Publishing2. Prasanna Chandra. Financial Management, New Delhi, Tata McGraw Hill3. M. Y. Khan, P. K. Jain. Financial Management: Text, Problems and Cases. New Delhi, Tata McGraw-Hill, 2017 (7th edn)
	<p>✚ Textbooks:</p> <ol style="list-style-type: none">1. Prasanna Chandra. Fundamentals of Financial Management. New Delhi, Tata McGraw-Hill,2. S. N. Maheshwari. Financial Management: Principles & Practice. New Delhi, Sultan Chand3. S. C. Kuchhal. Financial Management: An Analytical Approach (8th edn). Allahabad, Chaitanya Publishing House, 1982
	<p>✚ Reference Books:</p> <ol style="list-style-type: none">1. R. M. Shrivastava. Financial Management & Policy. New Delhi, Taxmann Publishing Co.2. K. R. Sharma. Corporate Financial Management. Jaipur, Atlantic Books3. I. M. Pandey. Essentials of Financial Management. New Delhi, Pearson Education
	<p>✚ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. https://online.nism.ac.in/2. https://corporatefinanceinstitute.com/3. https://alison.com/course/advanced-diploma-in-financial-management
	<p>✚ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. https://onlinecourses.swayam2.ac.in/cec20_mg05/preview2. https://www.edx.org/learn/financial-management



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 24 Section (B): 66 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction		
Programme: MBA (FA)	Class: Semester- II	Year: I
Subject: Financial Administration		Session: January- June 2026
		Theory/ Practical: Theory
1.	Course Code	FA-207
2.	Course Title	Management Accounting
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core
4.	Pre-Requisite (if any)	Not Required
5.	Course Objectives	<p>1. To explain the objectives, functions, and significance of management accounting and classify different costs with reference to their managerial uses.</p> <p>2. To analyse relevant costing concepts and apply them to various managerial decision-making situations, including differential costing alternatives.</p> <p>3. To demonstrate the total costing systems, budgets, and variance analysis for performance planning and control.</p> <p>4. To examine the principles of standard costing and evaluate its use as a tool for cost control and performance measurement.</p> <p>5. To understand and appraise responsibility accounting and management control systems for effective managerial reporting.</p>
6.	Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Describe the role of management accounting and classify costs according to their relevance for planning and control decisions.</p> <p>CO2. Apply relevant and differential costing techniques to evaluate and select among alternative managerial decisions.</p> <p>CO3. Construct budgets, compute variances, and interpret cost information for reporting and controlling organizational performance.</p> <p>CO4. Calculate standard costing variances and appraise their implications for managerial control.</p> <p>CO5. Differentiate responsibility centres and design suitable management reports to support control and accountability.</p>
7.	Credit Value	03
8.	Total Marks 100	Maximum Marks: 100 Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Management Accounting Objectives, functions, significance and relationship of Management Accounting with Financial Accounting and Cost Accounting., classification of cost and their uses in management	10
2.	Relevant Costing for different managerial decisions, Differential costing system and its uses in alternative choice problems	10
3.	Total Costing Systems and its uses. Budgets, Variance Analysis, Budget Control and Reporting of Performance	09
4.	Standard Costing and its uses	09
5.	Responsibility Accounting and Management Control, Management Reporting	07



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>✚ Suggested Readings:</p> <ol style="list-style-type: none">1. BK. Bhar, Cost Accounting Methods & Problems.2. SPI yengar Cost Accounting3. Khan & Jain-Management Accounting
	<p>✚ Textbooks:</p> <ol style="list-style-type: none">1. BK. Bhar, Cost Accounting Methods & Problems.2. SPI yengar Cost Accounting3. Khan & Jain-Management Accounting
	<p>✚ Reference Books:</p> <ol style="list-style-type: none">1. M N Arora- Cost and Management Accounting2. T.S. Reddy & Y. Hari Prasad Reddy- Cost and Management Accounting3. Garrison, Libby, Web-Managerial Accounting
	<p>✚ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. https://www.edx.org/learn/accounting/indian-institute-of-management-bangalore accounting-for-decision-making2. https://onlinecourses.nptel.ac.in/noc25_mg85/preview
	<p>✚ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. NPTEL (IIT Madras / IIT Kharagpur)2. Swayam portal Courses for Management Accounting



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 24 Section (B): 66 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-A: Introduction			
Programme: MBA (FA)		Class: Semester- II	Year: I
		Session: January- June 2026	
Subject: Financial Administration			Theory/ Practical: Theory
1.	Course Code	FA-208	
2.	Course Title	Macro Economic Theory & Policy	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	1. To introduce the fundamentals of Macro-Economic concepts and instruments. 2. To understand the Keynesian models of equilibrium and consumption demands. 3. To explain the Keynesian theories for investment and interest rates. 4. To discuss the role of money and monetary policy instruments. 5. To understand Fiscal policy and illustrate exchange rate policy in the various phases of business cycle.	
6.	Course Outcomes (COs)	On the completion of the course, learners will be able to: CO1. Understand and identify the different Macro-economic variables (eg. GDP, Consumption, Investment) for economic growth. CO2. Compare classical and Keynesian models of equilibrium on investment patterns for economic growth. CO3. Analyze consumption and investment behavior in the Keynesian framework. CO4. Explain the role of money, monetary policy and its impact on the price levels. CO5. Illustrates the exchange rate policy, fiscal policy and its impact on different phases of business cycle.	
7.	Credit Value	03	
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Macro-Economic: Nature and Scope. Objectives and Instruments of Macro-Economic policy, Classical model of macro-economic equilibrium	09
2.	An overview. Keynesian model of macro-economic equilibrium, Consumption demand in Keynesian theory.	09
3.	Investment in Keynesian theory. Theories of interest rates.	09
4.	Money, its role and prices, Monetary policy: Goals, Targets and instruments.	09
5.	Fiscal policy. Exchange rate policy. Business cycles	09



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>✚ Suggested Readings:</p> <ol style="list-style-type: none">1. A.K. Seth - Macro Economics2. H.L. Ahuja -Macro Economics3. Basics of Macroeconomics: Anupam Sharma — Mahaveer Publications
	<p>✚ Textbooks:</p> <ol style="list-style-type: none">1. A.K. Seth - Macro Economics2. H.L. Ahuja -Macro Economics3. Basics of Macroeconomics: Anupam Sharma — Mahaveer Publications
	<p>✚ Reference Books:</p> <ol style="list-style-type: none">1. Macro Economics, M.L.Jhingan, Vrinda Publication (P) Ltd.2. Macroeconomics: Theory and Applications : G. S. Gupta3. Advance Macroeconomics, K.R.Gupta
	<p>✚ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. Coursera – <i>Macro Economics & Business Analysis</i> SWAYAM (India) - <i>Introduction to Macro Economic & Policies</i>2. edX - Macro Economics courses MOOc's
	<p>✚ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. www.mygreatlearning.com2. https://online.hbs.edu/ https://nptel.ac.in/



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal,
Madhya Pradesh, India Accredited by UGC-NAAC with 'A' Grade

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment Time: 3 Hours	Section (A): 72 Section (B): 18 Section (C): NA	Total Marks: 90
Total Marks	(Internal Assessment + External Assessment) (10 + 90) = 100	
Credit Value	Not Applicable	
Minimum Passing Marks	40	