



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

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal, Madhya Pradesh, India UGC-NAAC Accredited 'A' Grade Institute
ISO 9001:2015 Certified

MBA (FA) I YEAR (FIRST SEMESTER)

Code	Subject	Internals		End Semester examination	Total
FA 101	Indian Financial System	10		90	100
FA 102	Financial accounting and reporting	10		90	100
FA 103	Managerial Economics	10		90	100
FA 104	Business Laws	10		90	100
FA 105	Principles & Practices of Management	10		90	100
FA 106	Business Mathematics	10		90	100
FA 107	Computers for Managers	10	Practicals-20	70	100
FA 108	Statistical Analysis	10		90	100
					800



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SYLLABUS

PART-A : Introduction		
Programme :MBA (FA)	Class : I Semester	Year : I
Session :July-Dec 2025		
Subject : Indian Financial System Theory / Practical: Theory		
1.	Course Code	FA101
2.	Course Title	Indian Financial System
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course
4.	Pre-Requisite (if any)	NA
5.	Course Objectives	1. To understand the structure and components of the Indian financial system. 2. To explain how SEBI and RBI contribute to the stability of the Indian financial system. 3. To describe the structure and functions of the capital market in India. 4. To explain the structure and significance of the money market. 5. To evaluate the role of financial institutions in providing working capital finance.
6.	Course Outcomes (COs)	After the completion of the course, the students should be able to: CO 1. Define the Indian financial system and global financial system. CO 2. Explain SEBI (Securities & Exchange Board of India)& RBI (Reserve Bank of India). CO 3. Discuss the capital market and its operation. CO 4. Describe money market, its operation, Instrument & players. CO 5. Express working capital financing management and different financial institution.
7.	Credit Value	NA
8.	Total Marks: 100	Max. Marks:10+90
		Min. Marks:4+36



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PART-B : Content of the Course

No. of Lecture per week : 4

Total No. of Lectures required : 48

Unit	Topics	No. of Lectures required
I	Introduction to Indian and global financial systems: Structure & Characteristics.	07
II	Regulatory Institutions SEBI (Securities & Exchange Board of India)& RBI (Reserve Bank of India)	06
III	Capital Markets: Primary & Secondary Market, Structure, Nature Significance and players, Nature characteristics and types of Shares Debentures & Warrants. Capital Market Operation: Trading and settlement mechanism of stock exchange, IPO, Introduction in market by – Prospectus, Private placements, bought out details & Book Building.	12
IV	Introduction to Money Market Structure, operations, Players – Call money, Treasury Bills, Commercial Papers, Certificate of Deposits, Gilt edged Securities & REPOS.	05
V	Working Capital financing management Bank & institutional financing, Management of cash, receivable & inventories. Introduction to financial Institutions SFCs & DFIs, Their importance, scope (IDBI, IFCI, SIDBI)	10



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Part- C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. HR Marchiraju **The working of stock exchanges in India** New age publications, 2nd Edition
2. VasantDesai, **The Indian Financial System**, New Delhi, Himalaya Publications, 4th Edition

1.

Textbooks:

1. H R Marchiraju **Indian Financial System** New Delhi, Vikas Publications, 2nd Edition 2002
2. MY Khan, **Indian Financial System**, Tata Mcgrow hill, 1st Edition 2001.
3. IM Pandey, **Indian Financial System**, New Delhi, Vikas Publications, 8th Edition 2001

Reference Books:

1. Bharati V. Pathak (2018), Indian financial System, Pearson Education.
2. P.N. Varshney and D.K. Mittal (2015), Indian Financial System, Sultan Chand & sons.

Suggestive Digital Platform Web Links:

<https://www.coursera.org/learn/financial-markets-global>
<https://www.coursera.org/learn/understanding-financial-markets>

Suggested Equivalent Online Courses:

<https://www.coursera.org/specializations/financial-markets>
<https://www.coursera.org/learn/financial-intermediation?specialization=financial-markets>



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 10
External Assessment	Section (A):5*18=Long	Marks : 90
Time :		
Total Marks	(Internal Assessment + External Assessment) : 100	
Credit Value	NA	
Minimum Passing Marks	(4+36)	



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SYLLABUS

PART-A : Introduction		
Programme : MBA (FA)	Class : I Semester Year : I	Session : July-Dec 2025
Subject : Financial Accounting & Reporting	Theory / Practical: Theory	
1. Course Code	FA102	
2. Course Title	Financial Accounting & Reporting	
3. Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	CORE	
4. Pre-Requisite (if any)	NA	
5. Course Objectives	<ol style="list-style-type: none">1. To provide students the knowledge of the rules and functions of accounting2. To familiarize and develop an understanding of accounting concepts for effective recording, posting and analysis of business operations3. To evaluate financial statements according to generally accepted accounting principles and identify, research, and recommend resolution of related accounting issues4. To provide a sound foundation for developing depreciation concept.5. To analyze the recent accounting processes, evaluate risk, and recommend internal controls, including ethical implications of alternatives.	
6. Course Outcomes (COs)		



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		<p>After the completion of the course, student should be able to:</p> <p>CO 1: Get acquainted with the basic concepts of Accounting Principles.</p> <p>CO 2: Demonstrate and solve the Practical's of accounting ie Journalizing, opening ledger accounts and preparing trial balance</p> <p>CO 3: Analyze the financial statements</p> <p>CO 4: Develop depreciation concept by WDV & SLM Method</p> <p>CO 5: Evaluate the recent developments in Accounting</p>
7.	Credit Value	NA
8.	Total Marks : 100	Max. Marks: 10+90 Min. Passing Marks: 4+36



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PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	<u>Introduction to Accounting</u> : Meaning of Accounting, Generally accepted Accounting Principles (GAAP), Concepts, conventions, concept of double Entry System of accounting, Rules for debit and credit entries, types of accounts	07
II	Journalizing the transactions, posting entries in ledger accounts and preparation of trial balance	11
III	<u>Preparation of Final Accounts</u> : Differentiation between capital and revenue expenditure and receipt, Trading Account, Profit and Loss account, Balance Sheet with adjustment entries.	12
IV	<u>Depreciation</u> : Concept of depreciation, WDV and SLM methods.	07
V	<u>Recent Developments</u> : Need for US GAAP, understanding basic difference between US GAAP and Indian GAAP, Importance of International Accounting standards. Understanding concept and importance of inflation accounting and human resources accounting.	08



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Part- C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
1. .P. Iyangar, " Cost Accounting ", Sultan Chand & Sons, VIII Edition 1998.	
2. Robert N. Anthony and James S. Recces, " Accounting Principles ", New Delhi S: A.I.T.B.S. Pub. and Distributions, 6th Ed., 1991.	
3.R.P.Rastogi, " Graded Problems and Solutions in Financial Management ", Galgotia Publication, New Delhi, 5 th Edition 2000.	
1. Textbooks : R.L. Gupta, V.K. Gupta, " Principles of Accountancy ", Sultan Chand & Sons, 6th Edition, 1996.	
2. S.N. Maheshwari, " Introduction to Accounting ", Vikas Publishing House, New Delhi: III Edition, 2001.	
Reference Books : Module of CA & CS Examinations	
Suggestive Digital Platform Web Links :	
https://www.youtube.com/redirect?event=video_description&redir_token=QUFFLUhqa2F3VzJmZUM5VjU1NGdRTIBSTjIUQnR5R0F4QXxBQ3Jtc0tuR0RqV0VDeXl0WS1MTF9pQmtfWjM0OEt6NGVWckl4TTNxNGg1T3dDLU4xVkJMaWdZdW5DOEJjNUgwUINqZVJ6Q0JUQ1JSUVV4bkRJR1FyOHRIR1BHdGpPa2V6OHINRjlXWUdwVmpuME4xTHF1VVo2NA&q=https%3A%2F%2Fpayhip.com%2FselfLearnen&v=zpYNeSxEHi8	
Suggested Equivalent Online Courses : SWAYAM COURSE ON FINANCIAL ACCOUNTING By Prof Kannan Moudgalya - Principal Investigator of Spoken Tutorial Project Indian Institute of Technology Bombay	



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 10
External Assessment	Section (A) : 70 Section (B) : 20	Marks : 90
Time :		
Total Marks	(Internal Assessment + External Assessment) : 100	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme : MBA (FA)		Class : I Semester	Year : I
Subject : Managerial Economics		Theory / Practical:	
1.	Course Code	FA 103	
2.	Course Title	Managerial Economics	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	<ul style="list-style-type: none">1. To introduce the fundamental concepts and principles of microeconomics, emphasizing their relevance to managerial decision-making under conditions of risk and uncertainty.2. To explain the laws of demand and supply and their significance in determining market outcomes across different industrial scenarios.3. To familiarize students with production theories, cost analysis, and their practical applications in dynamic and competitive business environments.4. To enable students to understand and evaluate various market structures and pricing mechanisms to achieve optimal market equilibrium.5. To develop analytical and strategic thinking skills for applying innovative approaches to ownership, financing, and control mechanisms in response to global and technological transformations influencing business decision-making.	
6.	Course Outcomes (COs)	<p>CO1: Define the concepts of micro economics and its principles under conditions of risk and uncertainty.</p> <p>CO2: Describe the law of demand, supply and its functions in various changing situations in industry.</p> <p>CO3: Relate the production concepts and its applications in the volatile business world.</p>	



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		<p>CO4: Analyze the different market structures and also examine the market equilibrium by the applications of various pricing strategies.</p> <p>CO5: Develop innovative approaches to ownership, financing, and control mechanisms in response to global and technological transformations that affects the business decisions.</p>
7.	Credit Value	NA
8.	Total Marks	Max. Marks: 100 Min. Passing Marks: 40

PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	Introduction: Definition of economics, basic units of economic analysis micro & macroeconomic theories, relationship between micro & macroeconomics, scope of managerial economics and its relationship with statistics, mathematics, accounting & operations research.	7
II	Demand Theory: Concept of demand, factors affecting demand, Demand Function, Price of commodity & demand, shift in demand curve, Income & demand, Income & substitution effect, other factors affecting demand, demand forecasts.	9
III	Production & Costs: Fixed & variable inputs, short & long run fixed & variable proportions, Return to scale, causes of increasing & decreasing return to scale, Cost curves, Choosing the least cost input combination.	10
IV	Theory of Firm and Market Structure : Profit Maximization, Sales Maximization, Organizational slack, Ownership & Control, Perfect competition, Monopoly, Oligopoly, Imperfect competition.	10
V	Recent Developments & Applications: Scale, Scope and core competencies of firm, centralization & decentralization, role of management in coordination, technological & organizational changes in manufacturing, Globalization of economic activity, innovation in ownership, financing & control.	9



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Part- C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings: Business standards news Paper, Times of India, HBR issues	
Textbooks : D N Diwedi "Managerial Economics" New Delhi, Vikas Publications, 6th Edition 2. Adihikari M (1996), "Managerial Economics", 3rd Edition N D Khalsa Publishing House. 3. Baumol W (1996), "Economic Theory & Operations Analysis", 3rd Edition PHI 4. Davis J R & Chang Simen (1986) "Managerial Economics" PHI	
Reference Books : Micro Economics, M.L. Jhingan & B.K. Jhingan, Vrinda Publication(P)Ltd.	
Suggestive Digital Platform Web Links : Coursera - <i>Managerial Economics & Business Analysis</i> SWAYAM (India) - <i>Introduction to Managerial Economics</i> edX - Managerial Economics courses MOOC's	
Suggested Equivalent Online Courses : www.mygreatlearning.com https://online.hbs.edu/ https://nptel.ac.in/	



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 20
External Assessment Time :		Marks : 80
Total Marks		(Internal Assessment + External Assessment) : 100
Credit Value		NA
Minimum Passing Marks		40



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SYLLABUS

PART-A : Introduction			
Programme : MBA(FA)		Class : I Semester	Year : I
Subject :Business Law		Theory / Practical: Theory	
1.	Course Code	FA 104	
2.	Course Title	Business Law	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	<ol style="list-style-type: none">1. Develop foundational understanding of the fundamental concepts, principles, and provisions of Business Law that govern business operations and transactions.2. Enhance comprehension of the legal framework regulating business practices and enable students to interpret key provisions of major business legislations.3. Enable application of legal principles and provisions to real-world business situations to ensure compliance with statutory requirements and protect organizational interests.4. Foster analytical skills to distinguish between lawful and unlawful business activities and assess the legal and ethical implications of business decisions.5. Encourage critical evaluation of business strategies and managerial actions within the context of current legal standards to promote responsible and ethical decision-making.	
6.	Course Outcomes (COs)	<p>After the completion of the course the student should be able</p> <p>CO1.To identify and recall fundamental concepts, principles, and provisions of Business Law relevant to daily business operations.</p> <p>CO2.To explain and interpret various legal provisions and their implications for business practices.</p>	



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		CO3.To apply appropriate legal principles in practical business situations to ensure compliance and safeguard organizational interests. CO4.To differentiate between lawful and unlawful business practices and analyze potential risks associated with non-compliance. CO5.To formulate & evaluate business decisions in light of current legal frameworks to determine their legality, ethicality, and effectiveness.
7.	Credit Value	NA
8.	Total Marks:100	Max. Marks: 10+90 Min. Passing Marks:4+36

PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 48		
Unit	Topics	No. of Lectures required
I	The Indian Contract Act. 1872: Essentials of a valid contract, void and voidable agreements, Performance of contracts, Breach of a Contract and its remedies, Quasi-Contracts. The Sale of Goods Act. 1930: Formation of a Sales Contract.	12
II	The Negotiable Instrument Act 1881: Nature and Types, Negotiation and Assignment, Holder in due course, Dishonor and Discharge and Negotiable Instruments. The Companies Act 1956: Types of companies, Memorandum and Article of Association, Shareholders and Debenture holders, Minority Protection, Winding up.	10
III	Law of Insurance: Concept and guideline of marine, fire, life insurance policy.	10
IV	Consumer Protection Act: Consumer rights, exploitation of consumer, consumer protection, utility of consumerism, Law of Intellectual Property, I (D & R) Act: Regulation of scheduled industries, powers of IDRA, industrial licensing.	8
V	FEMA: Features, contravention and penalties, evaluation. SEBI: Objective, powers and function, guidelines - for investor's protection, new issue and stock exchange.	8



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Part- C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
1. Business Law – P.C. Tulsian & Bharat Tulsian, Tata Mc Graw hill Education Pvt Ltd. 2. Business and Corporate Laws – N.D. Kapoor, Sultan Chand Publication.	
Textbooks :	
1. Business Law – M.C. Kuchhal & Vivek Kuchhal, Vikas Publishing House 2. Legal Aspects of Business – Akhileshwar Pathak, McGraw-Hill Higher Education (I) Pvt. Ltd.	
Reference Books : 1. Legal Aspects of Business – S.S. Gulshan, Business Law Including Company Law. 2. Merchantile Law -K.C. Garg, Sareen, Mukesh Sharma, Kalyani Publishers.	
Suggestive Digital Platform Web Links :	
Open Textbook Library – <i>Fundamentals of Business Law</i> Digital Platforms – Navigating Technology Laws in India <u>https://edurev.in/courses/10627_Business-Law-Notes--Videos</u> <u>https://www.geektonight.com/business-law-notes/</u>	
Suggested Equivalent Online Courses:	
Swayam portal Courses for Business Law and Companies Law	



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



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SYLLABUS

PART-A: Introduction			
Programme: MBA (FA)	Class: I Semester	Year: 1	Session: July-Dec 2025
Subject: Principle & Practice of Management Theory / Practical: Theory			
1. Course Code	FA 105		
2. Course Title	Principle & Practice of Management		
3. Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core		
4. Pre-Requisite (if any)	NA		
5. Course Objectives	<ol style="list-style-type: none">1. To understand management concepts and principles for effective leadership.2. To understand planning and its principle.3. To understand objectives, strategies, and policies for effective decision-making.4. To understand organizing, delegation, and decentralization.5. To understand control processes and techniques.		
6. Course Outcomes (COs)	After the completion of the course, the students should be able to: CO 1. Define the different schools of Management thought. CO 2. Explain planning and its types. CO 3. Illustrate different types of Objectives, corporate strategies and policies. CO 4. Distinguish departmentation, delegation and decentralization to different management situations CO 5. Combine effective control systems by synthesizing various control techniques.		
7. Credit Value	NA		
8. Total Marks	Max. Marks: 100	Min. Passing Marks: 40	



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PART-B: Content of the Course		
No. of Lecture per week: 4		
Total No. of Lectures required: 45		
Unit	Topics	No. of Lectures required
I	Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought; the Classical School, the Human Relations School, Systems theory, Contingency Management, Developing Excellent Managers.	10
II	Planning: Nature and Purpose of Planning, the Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.	6
III	Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting objectives, Management by Objectives (MBO) Benefits and weaknesses of MBO.Strategies and Policies: Concept of Corporate Strategy, formulation of Strategy, Types of Strategies, the Strategic Planning Process, the TOWS Matrix, the Portfolio Matrix, Three Generic Competitive strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of formulation of Policies, Decision Making Process, individual Decision Making Models.	12
IV	Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.	7
V	Controlling: Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a feedback system, Feed forward Control, Preventive Control, Profit and Loss Control, Control through Return on investment, the Use of Computer for Controlling and Decision Making, the Challenges created by IT as a Control Tool.	10



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Part- C: Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings: 1. Harold Koontz, Heinz Weihrich (1994). Management: A Global Perspective, New Delhi McGraw Hill, 10th Edition. 2. Robert Kriettner (1999). Management, Houghton Mifflin Co., 7th Edition	
Textbooks: 1. Harold Koontz, O'Donnell and Heinz Weihrich (1992). Essentials of Management, New Delhi, Tata McGraw Hill. 2. R. D. Agrawal (1995). Organization and Management, New Delhi, Tata McGraw Hill.	
Reference Books: 1. Management - Stephen Robbins. New Delhi Pearson, Latest Edition. 2. Principles of Management - Richard L Daft, India. New Delhi: Cengage Learning Latest Edition.	
Suggestive Digital Platform Web Links: https://www.coursera.org/learn/principles-of-management https://onlinecourses.swayam2.ac.in/ini24_mg01/preview	
Suggested Equivalent Online Courses: Principle and Practice of Management course on Coursera. Principle and Practice of Management course on Swayam. University of Essex online course on Management principles and practices.	



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Part D: Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks: 10
External Assessment	Section (A): 70 Section (B): 20 Section (C):	Marks: 90
Time :		
Total Marks	(Internal Assessment + External Assessment): 100	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme: MBA (FA)	Class: I Semester	Year: I	Session: July-Dec 2025
Subject : Business Mathematics		Theory / Practical: Theory	
1.	Course Code	FA 106	
2.	Course Title	Business Mathematics	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course	
4.	Pre-Requisite (if any)	NIL	
5.	Course Objectives	<ul style="list-style-type: none">1. To provide quantitative analysis for forecasting, financial valuation, and patterns.2. To prepare mathematical framework and analyze large datasets to make more informed as well as quantitative decisions.3. To provide a mathematical framework for analyzing functions that model business scenarios4. To equip with the differentiation and integration techniques and to realize its importance in the field of business.5. To providing frameworks for categorizing and organizing elements within an organization.	
6.	Course Outcomes (COs)	<p>After completion of the course, the students should be able to</p> <p>C01 recognize the patterns in the given data and series. C02 identify the different types of matrices and unknown values through known values in problem expressed in linear forms. C03 prepare the generalize model relationships between variables and provide the framework for optimization, C04 analyze the rate of change due to marginal change in variables. C05 arrange the target market into smaller, distinct groups based on shared features for more related business strategies.</p>	
7.	Credit Value	Nil	
8.	Total Marks	Max. Marks: 90	Min. Passing Marks: 04+36



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PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	Sequences and Series: Introduction to Arithmetic, Geometric and Harmonic Progressions, introduction to Discounting, Compounding, and Annuity.	8
II	Determinants and Matrices with Business application: Types of matrices, operations on matrices, adjoint matrix, inverse matrix, elementary row operations. Solution of simultaneous linear equations using matrices, input/output analysis.	11
III	Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.	9
IV	A. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima. B. Integration Concepts: Elementary integration, Integration by parts, Integration by partial fractions, definite integrals, economic application, consumer surplus and producer surplus.	10
V	Sets and Functions: sets, subsets, types of sets, operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear and quadratic, rational), transcendental functions (exponential, log and trigonometrically functions with identities).	7



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Part- C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
<ol style="list-style-type: none">1. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd., 20th ed., 20012. R. Jayprakash Reddy and Y. Mallikarynna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House, 20023. K. B. Dutta, "Matrix and Linear Algebra", New Delhi, Printice Hall of India 1999	
Textbooks :	
<ol style="list-style-type: none">1. J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,2. R. K. Ghosh and S. Saha, "Business mathematics and statistics", Calcutta, New Central Book Agency 9th Ed., 1999.3. S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency, 2000	
Reference Books :	
<ol style="list-style-type: none">1. Jean-Paul Olivier , "Business Math: A Step-by-Step Handbook" Lyryx publication, 2023	
Suggestive Digital Platform Web Links : https://math.libretexts.org/Bookshelves/PreAlgebra https://www.almabetter.com/bytes/tutorials/applied-statistics/limits-and-continuity https://www.cuemath.com/algebra/sequences/	
Suggested Equivalent Online Courses : NIL	



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 10
External Assessment Section (A) : 30 Section (B) : 60		Marks : 90
Time : 3 Hours		
Total Marks	(Internal Assessment + External Assessment) : 100	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction		
Programme: MBA (FA)	Class :I Semester	Year: I
Session: July-Dec 2025		
Subject : Computers for Managers Theory / Practical: Theory / Practical		
1.	Course Code	FA107
2.	Course Title	Computers for Managers
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	CORE
4.	Pre-Requisite (if any)	NA
5.	Course Objectives	Course Objective 1. To introduce students to the fundamental concepts of computers, including their basic components, functions, and number systems. 2. To develop students' practical skills in using various operating systems for performing basic computing tasks efficiently. 3. To enable students to understand and apply data processing techniques using MS-Office tools such as Word, Excel, and PowerPoint. 4. To familiarize students with different Internet technologies, tools, and services, and to help them evaluate their applications in organizational contexts. 5. To describe students to recent trends and advancements in Information Technology to enhance their understanding of modern computing developments. .
6.	Course Outcomes (COs)	After completion of the course, the students should be able CO1: To Identify the basics of computer components, Languages and number systems. CO2: To Apply various software applications in word processing CO3: Analyze the data processing in computers using MS-Office applications.



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		CO4: Differentiate among Internet technologies and their impact on organizational Environment. CO5: To identify & recognize emerging trends in IT.
7.	Credit Value	NA
8.	Total Marks : 100	Max. Marks:10+90 Min. Passing Marks:4+36



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PART-B : Content of the Course		
No. of Lectures per week :04		
Total No. of Lectures required : 48		
Unit	Topics	No. of Lectures required
I	Introduction to Computer : Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features Generation of Computer (Phase of development of computers). Number System: Introduction to number system, binary, decimal, hexadecimal and their Conversions and their uses in computer system.	12
II	Operating Systems: DOS: External and Internal Commands and features. WINDOWS 98: Basic Operations, utilities and features. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm mv ls cat ml mod, rmdir, who, who am i, banner, date, kill, etc.).	8
III	Application Software (MS-Office 2000) : MS Word 2000: word basic formatting text and document, working with headers and footnotes tabs, tables and sorting working with graphics, templates wizards and documents, introduction to mail merge & macros. MS Excel 2000: Excel basics, rearranging worksheet, excel formatting tips & text introduction to functions, Excel's chart features, working with graphics, using worksheet, databases ,automating "what-if" projects. MS Power Point 2000: Power Point basics, creating presentation the easy way, working with text in Power Point, working with graphics in power point MS Access 2000: Database creation, screen/form design, report generation using wizard.	15
IV	Internet : concepts & Services, Hardware and software requirements, type of Internet connections, advantages and disadvantages of Internet, modems, World Wide Web, e-mail, chat, browsers, search engines. Overview of Intranets and Extranets.	5
V	Information Technology: Introduction to IT and its development, Impact and Future of IT in Business Organizations, Overview of the following: 4 GL, Image Processing, Virtual Reality, Video Conferencing, Artificial Intelligence, and Information Super Highways.	8



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Part – C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
<ol style="list-style-type: none">1. S.Jaiswal, "Information Technology Today", Galgotia Publications Pvt. Ltd., New Delhi, 20012. AlexisLeon&MathewsLeon, "Fundamentals of Information Technology", Vikas Publishing House Pvt.Ltd., New Delhi, 19993. Deepak Bharihoke, "Fundamentals of Information Technology", Excel Books, New Delhi, 2000	
Textbooks:	
<ol style="list-style-type: none">1. SureshK.Bassandra, "Computers Today", Galgotia Publications Pvt. Ltd., New Delhi, 20012. P.K.Sinha, "Computer Fundamentals", BPB Publications, New Delhi, 20013. Annettema Stulz, "Learn DO Sina Day", BPB Publications, New Delhi	
Reference Books:	
<ol style="list-style-type: none">1. ChristianCrumlish, "ABCs of the Internet", BPB Publications, New Delhi, 19982. Sumitabha Das, "Unix Concepts and Applications", Tata McGraw Hill Pub.Co.Ltd., New Delhi, 19973. MuneeshKumar, "Business Information Systems", Vikas Publishing House Pvt. Ltd., New Delhi, 1999	
Suggestive Digital Platform Web Links:	
SWAYAM (Study Webs of Active-Learning for Young Aspiring Minds) is the Government of India's main portal for online education.	
NPTEL (National Programme on Technology Enhanced Learning) is a joint initiative by the IITs and IISc, offering free online courses, primarily for engineering and science subjects.	
NIELIT The National Institute of Electronics and Information Technology offer courses in the Information, Electronics, and Communications Technology (IECT) fields.	
Courses: Includes beginner-level courses such as the "Course on Computer Concepts (CCC)," as well as advanced IT courses.	
DIKSHA (diksha.gov.in): A digital platform primarily for K-12 school students and teachers, featuring e-books and e-content aligned with the national curriculum.	
Suggested Equivalent Online Courses: https://infyspringboard.onwingspan.com/web/ https://upskill.intedutech.com/ https://www.udemy.com/	



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Part D: Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks :10
External Assessment	Section (A) :$14*5= 70$	Marks : Practical 20 Theory- 70
Time :		
Total Marks	(Internal Assessment + External Assessment) :$10+20+70=100$	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme: MBA (FA)	Class: I Semester	Year: I	Session: July-Dec 2025
Subject : Statistical Analysis		Theory / Practical: Theory	
1. Course Code	FA 108		
2. Course Title	Statistical Analysis		
3. Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course		
4. Pre-Requisite (if any)	Knowledge of central tendency and measures of dispersion		
5. Course Objectives	<ul style="list-style-type: none">1. To understand the fundamentals of statistics.2. To provide a scientific framework to quantify uncertainty.3. To understand the process of business forecasting.4. To formulate a testable prediction about the relationship between variables.5. To provide a structured and analytical method for evaluating data and choosing the most suitable course of action.		
6. Course Outcomes (COs)	<p>After completion of the course, the students should be able to</p> <p>C01 define basic statistical concepts, such as measure of central tendency, variation and association.</p> <p>C02 identify the uncertainty in business.</p> <p>C03 employ past record for future prediction.</p> <p>C04 develop hypotheses and testing for statistical inference.</p> <p>C05 plan and estimate the uncertainty for future decision making.</p>		
7. Credit Value	Nil		
8. Total Marks	Max. Marks: 100	Min. Passing Marks: 04+36=40	



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PART-B : Content of the Course		
No. of Lecture per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Introduction to Measurement of Central Tendency and Variations. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficient), Methods of computing simple correlation and regression.	12
II	Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications	6
III	Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average, exponential smoothing and least squares method), Measurement of seasonal variations (simple average, trend, and moving average method) Measurement of cyclic variations (residual method).	10
IV	Testing of Hypothesis: Hypothesis testing and statistical influence (Introduction to methodology and Types of errors) introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test and chi square test.	9
V	Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.	8



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Part- C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
1.	Naval Bajpai, "Business Statistics", Pearson, Latest Edition
1.	Textbooks : Richard I. Levin and D.S. Rubin, "Statistics for Management", New Delhi: Prentice Hall of India, 2000
2.	S. P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2001
1.	Reference Books : D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons., 2001
2.	D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal, 1996
Suggestive Digital Platform Web Links :	
https://www.w3schools.com/statistics/statistics_measurement_levels.php	
https://www.geeksforgeeks.org/maths/basic-concepts-of-probability/	
https://www.geeksforgeeks.org/engineering-mathematics/correlation-and-regression/	
https://www.tableau.com.analytics/what-is-time-series-analysis	
Suggested Equivalent Online Courses :	
https://www.udemy.com/course/probability-and-statistics	
https://www.coursera.org/browse/data-science/probability-and-statistics	
https://onlinecourses.nptel.ac.in/noc24_ma30/preview	



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



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Syllabus

Master of Business Administration

(Financial Administration)

MBA (FA)

**Year - I
(Semester – II)**

**w.e.f. Session January – June 2026
(Academic Year: 2025- 26)**



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Syllabus

Master of Business Administration

(Financial Administration)

MBA (FA)

Year - I
(Semester – II)

w.e.f. Session January – June 2026
(Academic Year: 2025- 26)



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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



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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



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PART-A: Introduction			
Programme: MBA (FA)	Class: Semester- II	Year: I	Session: January- June 2026
Subject: Financial Administration			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	<ol style="list-style-type: none">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)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Identify the basic elements of a Relational Database Management System.</p> <p>CO2. Demonstrate the data models for relevant problems and construct basics of SQL.</p> <p>CO3. Design entity relationship and convert entity relationship diagrams into RDBMS.</p> <p>CO4. Construct PL/SQL, PL/SQL block constructs for the development of application.</p> <p>CO5. Prepare database triggers, cursors, procedures and packages.</p>		
7. Credit Value	03		
8. Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40	



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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



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <p>1. Bipin C. Desai, “An Introduction to Database Systems”, Golgotha Publications Pvt. Ltd., New Delhi, 2001</p>
	<p>⊕ Textbooks:</p> <p>1. Alexis Leon & Methews Leon , “Database Management Systems”, Vikas Publication 2. Rob Coronel “Database Systems & Design, Implementation & Management“, “Database System Concepts”, Mc Graw Hill Inc., New York, 1997</p>
	<p>⊕ Reference Books:</p> <p>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</p>
	<p>⊕ Suggestive Digital Platform Web Links:</p> <p>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</p>
	<p>⊕ Suggested Equivalent Online Courses:</p> <p>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-</p>



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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	



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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



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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



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <ol style="list-style-type: none">1. Journal of Services Marketing (Emerald Insight)2. Service Industries Journal (Taylor & Francis)3. Harvard Business Review articles on Service Strategy & Customer Experience4. Research papers on Gronroos Model, SERVQUAL, Customer Relationship Management, Service Innovation, etc.
	<p>⊕ Textbooks:</p> <ol style="list-style-type: none">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.
	<p>⊕ Reference Books:</p> <ol style="list-style-type: none">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.
	<p>⊕ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. Government & Policy- Ministry of Commerce & Industry2. Business Knowledge- Harvard Business Review3. Online Learning- SWAYAM (NPTEL)4. Market Reports- Statista, IBEF5. Service Quality Resources- American Marketing Association6. Case Studies- McKinsey Insights
	<p>⊕ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. SWAYAM / NPTEL: Services Marketing – by IIT / Management Institutions2. Coursera: Services Marketing: Customer Experience & Service Excellence3. edX: Digital Transformation in Services4. LinkedIn Learning: Customer Service Foundations, Service Strategy & Design5. HubSpot Academy: Customer Support and Relationship Management (Free Certification)



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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	



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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-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



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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



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Part – C: Learning Resources Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <p>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</p>
	<p>⊕ Textbooks:</p> <p>1. Organizational Behavior by K. Aswathappa 2. Organizational Behavior by J.S. Chandan</p>
	<p>⊕ Reference Books:</p> <p>1. Organizational behavior (19th ed.). Pearson.</p>
	<p>⊕ Suggestive Digital Platform Web Links:</p> <p>1. https://www.edx.org/learn/organizational-behavior 2. https://www.walkme.com/blog/organizational-behavior/</p>
	<p>⊕ Suggested Equivalent Online Courses:</p> <p>1. https://www.coursera.org/learn/managing-people-iese 2. https://www.coursera.org/specializations/organizational-leadership</p>



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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	



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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



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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



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <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
	<p>⊕ Textbooks:</p> <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
	<p>⊕ Reference Books:</p> <ol style="list-style-type: none">1. William T. Thornhill, Risk Management for Financial Institutions, Bankers Publishing Company, Illionis
	<p>⊕ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. https://www.elevify.com/en/courses/business-and-economics/finance/bank-management-course2. https://alison.com/course/introduction-to-banking
	<p>⊕ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. https://onlinecourses.swayam2.ac.in/imb20_mg17/preview2. https://onlinecourses.nptel.ac.in/noc21_mg15/preview



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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	



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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-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



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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 Investment Theory :Introduction to Investment, Economics of Investment, Traditional and Modern Investment Theory, Development & History of Investment, 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	10
2.	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 Clientele, Effect of Dividend on Expected Stock Returns, Expected Return on Taxed vs. Tax-Exempt Securities. Index : Index Preparation, Basis of Index Changes, Study of Important Indices	09
3.	Taxes on Investment Strategy : Tax Structure, Income Taxed, Capital Gains & Losses, Computing After-Tax Returns, Locked-in Effect, Dividend Clientele, Effect of Dividend on Expected Stock Returns, Expected Return on Taxed vs. Tax-Exempt Securities. Index : Index Preparation, Basis of Index Changes, Study of Important Indices	09
4.	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	08
5.	Technical Analysis : Dow Theory, Bar Charts, Point & Figure Charts, Confidence Index, Relative Strength Analysis, Volume Analysis, Moving Averages, Designing Technical Tools, 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.	09



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <p>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</p>
	<p>⊕ Textbooks:</p> <p>1. Security Analysis & Portfolio Management Jordan & Fisher PH 1 2. Modem 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</p>
	<p>⊕ Reference Books:</p> <p>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</p>
	<p>⊕ Suggestive Digital Platform Web Links:</p> <p>1. https://www.classcentral.com/course/swayam-investment-management-119502 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-value-investing</p>
	<p>⊕ Suggested Equivalent Online Courses:</p> <p>1. SAWAYAM- Investment/Investment Analysis 2. Coursera- Financial Market</p>



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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	



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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-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



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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



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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



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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	



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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-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	1. To explain the objectives, functions, and significance of management accounting and classify different costs with reference to their managerial uses. 2. To analyse relevant costing concepts and apply them to various managerial decision-making situations, including differential costing alternatives. 3. To demonstrate the total costing systems, budgets, and variance analysis for performance planning and control. 4. To examine the principles of standard costing and evaluate its use as a tool for cost control and performance measurement. 5. To understand and appraise responsibility accounting and management control systems for effective managerial reporting.		
6. Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Describe the role of management accounting and classify costs according to their relevance for planning and control decisions. CO2. Apply relevant and differential costing techniques to evaluate and select among alternative managerial decisions. CO3. Construct budgets, compute variances, and interpret cost information for reporting and controlling organizational performance. CO4. Calculate standard costing variances and appraise their implications for managerial control. CO5. Differentiate responsibility centres and design suitable management reports to support control and accountability.		
7. Credit Value	03		
8. Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40	



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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, Budgetary Control and Reporting of Performance	09
4.	Standard Costing and its uses	09
5.	Responsibility Accounting and Management Control, Management Reporting	07



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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



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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	



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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



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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



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Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>⊕ Suggested Readings:</p> <p>1. A.K. Seth - Macro Economics 2. H.L. Ahuja -Macro Economics 3. Basics of Macroeconomics: Anupam Sharma — Mahaveer Publications</p>
	<p>⊕ Textbooks:</p> <p>1. A.K. Seth - Macro Economics 2. H.L. Ahuja -Macro Economics 3. Basics of Macroeconomics: Anupam Sharma — Mahaveer Publications</p>
	<p>⊕ Reference Books:</p> <p>1. Macro Economics, M.L.Jhingan, Vrinda Publication (P) Ltd. 2. Macroeconomics: Theory and Applications : G. S. Gupta 3. Advance Macroeconomics, K.R.Gupta</p>
	<p>⊕ Suggestive Digital Platform Web Links:</p> <p>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>
	<p>⊕ Suggested Equivalent Online Courses:</p> <p>1. www.mygreatlearning.com 2. https://online.hbs.edu/ https://nptel.ac.in/</p>



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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	