



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

SYLLABUS

PART-A : Introduction			
Programme : MBA FT	Class : I Semester	Year : I	Session : 2025-2026
Subject : Principles and Practices of Management			Theory /
Practical: Theory			
1.	Course Code	FT 101C	
2.	Course Title	Principles and Practice of Management	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core	
4.	Pre-Requisite (if any)	NA	
5.	Course Objectives	1. To introduce students to the fundamental concepts, functions, and various approaches to management. 2. To develop understanding of planning principles, strategic formulation, and decision-making models. 3. To familiarize students with organizational structures, authority relationships, and methods of delegation and decentralization. 4. To enhance knowledge of leadership styles, staffing functions, and effective directing techniques. 5. To enable students to understand control processes, techniques, and their role in managerial decision making.	
6.	Course Outcomes (COs)	After the completion of the course, the student should be able to- CO 1. Identify the fundamental concepts, functions, and approaches of management. CO 2. Explain planning principles, strategies and decision making models. CO 3. Describe organizational structures, span of control, delegation, and decentralization practices. CO 4. Discuss leadership styles, staffing processes, and effective directing practices. CO 5. Describe processes and techniques of organizational control and its application for decision making	
7.	Credit Value	3	
8.	Total Marks	Max. Marks: 20+80	Min. Passing Marks: 08+32



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PART-B : Content of the Course		
No. of Lectures per week : 4		
Total No. of Lectures required : 45		
Unit	Topics	No. of Lectures required
I	Concept of Management: Concept and Nature of Management, Functions and Responsibilities of Managers, Management Thoughts - Fayol, Taylor & Weber's Contribution to Management. The Classical School, The Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers.	8
II	Planning, Strategies and Concept Objectives: Nature and Purpose of Planning. Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning, Objectives (Nature and Types). MBO (Process, benefits and limitations), Strategic Planning (Concept, Types and Process) and its Models (TOWS Matrix, Porter's Generic Competency Model), Forecasting, Decision Making Nature, Types & Scope of Managerial decision Making process, Models of decision making, Policy and its types, Principles of policy formulation	10
III	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 and Decentralization, Methods of Decentralization.	8
IV	Directing and Staffing: Concept, Importance and Elements of Directing, Direction Process, Principles of effective direction, Leadership, Staffing Concept, Importance and Steps, Knowledge Worker.	7
V	Controlling and Contemporary Management Issues: 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, Cross cultural issues in management-Diversity and the new work force, Organization ethics and social responsibility, new ways of managing the workforce-Neuromanaging, Globalization and its complexity. Service economy, Management communication and technology, Knowledge management and knowledge economy.	12



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Part – C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. Management A Global Perspective - Horold Koontz. Heinz Wehrich. New Delhi Tala McGraw Hill Latest Edition
2. Management - Stephen Robbins. New Delhi Pearson, Latest Edition
3. Principles of Management - Richard L Daft, India. New Delhi: Cengage Learning Latest Edition
4. Management Theory and Practice - P. SubbaRao, Mumbai: Himalya Publication House Pvt. Ltd, Latest Edition.
5. Management - Robert Knetner. Houghton Mifflin CO. Latest Edition.

Textbooks:

1. Essentials of Management -Horold Koontz, T. Donnell and Heinz Wehrich, New Delhi, Fata McGraw Hill, Latest Edition.
2. Organization and Management, R.D. Agrawal, New Delhi, McGraw Hill. Latest Edition.
3. Principles and Practices of Management - Dr. I N Chhabra , Delhi Dhanpat Rai & Co. Latest Edition

Reference Books:

1. Principles & Practice of Management – L.M. Prasad. Sultan Chand & Sons. Latest Edition.
2. Principles and Practice of Management – P. Subba Rao. Himalaya Publishing House. Latest Edition.
3. Management: Principles and Practices – Tripathy & Reddy. Tata McGraw Hill. Latest Edition.
4. Principles of Management – R.K. Sharma & Shashi K. Gupta. Kalyani Publishers. Latest Edition.
5. Management – Robert Kreitner. Houghton Mifflin Co. Latest Edition.
6. Fundamentals of Management – Robbins & Coulter (Indian Adaptation by T. Ramasamy). Pearson Education. Latest Edition.

Suggestive Digital Platform Web Links:

1. <http://courses.lumenlearning.com/wm-organizationalbehavior/chapter/different-management-theories>
2. <http://digitalleadership.com/blog/porters-generic-strategies/>
3. <http://www.business.com/articles/management-theory-of-henri-fayol/>

Suggested Equivalent Online Courses:

1. Saylor Academy – Principles of Management <https://www.saylor.org/courses/bus208>
2. edX – Business Management Courses <https://www.edx.org/learn/business-management>
3. Coursera – Principles of Management <https://www.coursera.org/learn/principles-of-management>



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Part D: Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks :20
External Assessment	Section (A) : 60 Section (B) : 20 Section (C) :	Marks :80
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(FT)		Class: I Semester	Year:2025-2026
Session: July-Dec 2025		Theory / Practical: Theory	
1.	Course Code	FT-102C	
2.	Course Title	Quantitative Techniques	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course	
4.	Pre-Requisite (if any)	Statistical Preliminaries Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Dispersion - Range - Quartile deviations. Mean deviation, Standard Deviation -Properties of standard deviation. Coefficient of Variance	
5.	Course Objectives	<ol style="list-style-type: none">1. To understand the fundamentals of statistics.2. To prepare mathematical framework and analyze large datasets to make more informed as well as quantitative decisions.3. To understand the process of business forecasting.4. To equip with the differentiation and integration techniques and to realize its importance in the field of business.5. To provide a structured and analytical method for evaluating data and choosing the most suitable course of action.	
6.	Course Outcomes (COs)	After completion of the course, the students should be able to C01 define basic statistical concepts, such as measure of central tendency, variation and association. C02 identify the unknown values through known values. C03 employ past record for future prediction. C04 analyze the rate of change due to marginal change in variables. C05 plan and estimate the uncertainty for future decision making.	
7.	Credit Value	3	
8.	Total Marks	Max. Marks:20+80	Min. Passing Marks:08+32=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	a. Correlation Analysis: Introduction, Correlation - Causation a Correlation - Types of Correlation -Measures of Correlation - Scatter diagram - Karl Pearson's correlation Coefficient, Probable Error, Spearman's Rank Correlation Coefficient b. Regression Analysis: Concept, Least Square Method for Linear and Non-linear Equations, Solving two lines of Regression and properties of Regression coefficients	10
II	a. Sets and Functions: Venn diagram and its applications. Operations on sets. Cartesian product of sets Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential). Business Applications of Sets and Function. b. Matrices and Determinants with Business Application: Matrices, Types of matrices, operations on matrices, Ad joint of matrix, Inverse of a matrix, Elementary row operations. Solution of simultaneous linear equations, Input/ Output analysis.	10
III	Time Series Analysis: Components of Time series. Additive and multiplicative models. Measurement of trend by moving averages and by least square methods, Construction of seasonal indices by sample averages and ratio to moving averages.	4
IV	a. Differentiation Concepts: Derivatives of algebraic function, derivatives of sum, difference, product and quotient (algebraic functions), Maxima and Minima- Concept and Uses. Applications of differentiation in economic and managerial problems. b. Integration Concepts: Elementary integration for algebraic functions, Simple definite integrals for algebraic functions, Economic Application, Consumer Surplus and Producer Surplus.	10
V	a. Probability and Probability Distributions: Introduction - Definition of probability, Introduction to Probability Distributions - Discrete probability distributions - Continuous probability distributions (Binomial Distribution, Poisson Distribution, Normal Distribution)	11



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b. Statistical Decision Theory: Decision making process, Decisions under uncertainties and Decisions under Risk
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Part- C : Learning Resources

Textbooks, Reference Books, Other Resources

1. **Suggested Readings:** J. N Kapur and H. C Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd., Latest Edition.
2. R. Jayprakash Reddy and Y. Mallikaryanna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House, Latest Edition.
3. K. B Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning, Latest Edition.
4. D. C. Sancheti and V. K. Kapoor, "Statistics: Theory, Methods and Applications", New Delhi: Sultan Chand and Sons, Latest Edition.
5. D.N. Elhance, Veena Elhance and B. M. Aggrawal, "Fundamentals of Statistics", Allahabad: Kitab Mahal, Latest Edition

1. **Textbooks :** J.K. Sharma, "Mathematics for Management and Computer Applications", Galgotia Publication, Latest Edition.
2. R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", New Central Book Agency, Latest Edition.
3. Bharat Jhunjunwala, "Business Statistics", S. Chand Publications, Latest Edition.
4. Anderson, "Statistics for Business & Economics", Cengage Learning, India, Latest Edition.
5. Ajay Goel and AlkaGoel, "Mathematics and Statistics, Taxmann's Publication, Latest Edition.
6. David Levine, T. Krenbil, P.K.Viswanathan, "Business Statistics", Pearson Education, Latest Edition.
7. R P Gupta and Pratibha Gupta, "Business Mathematics", Galgotia Publication, Latest Edition.
8. R.S. Bhardwaj, "Mathematics and Statistics for Business", Excel Book Publication, Latest Edition.
9. S.C. Gupta, "Business Statistics", Himalaya Publication House, Latest Edition
10. T.N.Srivastava, "Statistics for Management", TMH, Latest Edition.

Reference Books : Naval Bajpai, "Business Statistics", Pearson, Latest Edition

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>



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<https://www.cuemath.com/differentiation-and-integration-formula/>

<https://www.britannica.com/science/matrix-mathematics>

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

Part D : Assessment and Evaluation

Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 20
External Assessment Time :3 Hours	Section (A) : 40 Section (B) : 40 Section (C) :	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 (FT) Class : I Year : I Session : 2025-2026		
Subject : Accounting for Managers Theory / Practical: Theory		
1.	Course Code	FT 103 C
2.	Course Title	Accounting for Managers
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	CORE
4.	Pre-Requisite (if any)	NA
5.	Course Objectives	1.To enable students to understand the fundamental concepts, conventions, and principles of financial accounting and their relevance in managerial decision-making. 2.To apply accounting principles to prepare financial statements and analyze methods of depreciation and adjustments in compliance with GAAP. 3.To develop the ability to compute cost of production and prepare detailed cost sheets, and to apply cost accounting techniques such as contract and process costing in different business scenarios. 4.To enhance analytical and interpretative skills among students for evaluating financial performance, conducting variance analysis, and formulating effective budgets for managerial planning and control. 5.To familiarize students with the procedures and accounting treatment related to the issue, forfeiture, and reissue of shares and debentures in corporate accounting.
6.	Course Outcomes (COs)	After the completion of the course, the student should be able to- CO1. Get acquainted with the basic concept of Financial Accounting. CO2 Demonstrate the ability to prepare financial statements of an individual in accordance with Generally Accepted Accounting Principles and understand the methods of charging depreciation. CO3. Prepare Cost sheet for an organization as well as preparation of Contract and Process Accounting. CO4. Develop critical thinking skills to analyze financial data and calculate the variances and prepare various types of budgets as well as the ability to provide knowledgeable recommendations. CO5. Develop basic understanding of issue of shares and debentures of a company.
7.	Credit Value	3
8.	Total Marks :100	Max. Marks: 20+80 Min. Passing Marks:08+32



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PART-B : Content of the Course		
No. of Lectures per week :		
Total No. of Lectures required :		
Unit	Topics	No. of Lectures required
I	Basic Accounting Concepts and Fundamental Conventions. Accounting Standards – IND, AS and IFRS. Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Implications of GST.	14
II	Preparation of Final Accounts with Adjustments . Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.	10
III	Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs, Cost Control and Cost Reduction. Managerial Uses of Unit Costing, Contract Costing, Process Costing.	6
IV	Basic. Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting. Standard Costing and Variance Analysis, Budgeting and Budgetary Control Fixed, Flexible and Cash Budget.	6
V	Introduction to Corporate Accounting - Issue of Shares and Debentures	4



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Part – C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. M.Y. Khan, P.K. Jain, Management Accounting- Text, Problems and Cases. McGraw Hills, Latest Edition.
2. N. Ramchandran and RamkumarKakani, Financial Accounting for Management, New Delhi, Tata-McGraw Hill, LatestEdition.
3. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, Latest Edition.
4. Anthony Robert N., Hawkins David F., Merchant Kenneth N., Accounting Text and Cases, Tata-Mac Graw Hill Publication, New Delhi, Latest Edition.

Textbooks:

1. PC Tulsian, Financial Accounting, Pearson. LatestEdition
2. S.N Maheshwari, Introduction to Accountancy. New Delhi, Vikas Publishing Douse. Latest Edition
3. O.S. Gupta and Pankaj Kothari, Accounting for Managers, New Delhi, Frank Bros. & Co., Reprint, Latest Edition.
4. Banerjee, Financial Accounting, PHI, LatestEdition.
5. M.N. Arora, Cost Accounting: Principle & Practices, Vikas Publishing House, LatestEdition.
6. Dr. S. P. Gupta, Management Accounting, SahityaBhawan Publication, LatestEdition.

Reference Books:

1. Paresh Shah, Management Accounting, 1st edition, Oxford University Press, LatestEdition.
2. John Wild, Financial Accounting Information for Decisions, New Delhi, Tata-Mac Graw- Hill, LatestEdition.
3. James Jiarnbalvo, Managerial Accounting, Wiley India, LatestEdition.
4. S.N. Maheshwari and S. K. Maheshwari, A Text Book of Accounting for Management. New Delhi, Vikas Publishing House, LatestEdition.
5. Louderback, Managerial Accounting, Cengage Learning,India.
6. S.K. Bhattacharyya, Accounting for Managers, Vikas Publishing House Pvt. Ltd, Latest Edition.
7. Grewal, T.S., Double Entry Book-Keeping, Sultan Chand, New Delhi, LatestEdition.

Suggestive Digital Platform Web Links:

<https://www.coursera.org/courses?query=financial%20accounting>

<https://www.edx.org/learn/accounting>

Suggested Equivalent Online Courses:

NPTEL- Financial Accounting

Corporate Finance Institute- Accounting Fundamental Course



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Part D: Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 20
External Assessment	Section (A) : 20 Section (B) : 60 Section (C) :	Marks : 80
Time :		
Total Marks	(Internal Assessment + External Assessment) : 20+80	
Credit Value	NA	
Minimum Passing Marks	08+32	



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SYLLABUS

PART-A : Introduction		
Programme : MBA (FT) Class : I Year : I Session : 2025-2026		
Subject : IT & E-Business Fundamental Theory / Practical: Theory & Practical		
1.	Course Code	FT104C
2.	Course Title	IT & E-BUSINESS FUNDAMENTALS
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core Course
4.	Pre-Requisite (if any)	NA
5.	Course Objectives	1.To comprehend the fundamental concepts, scope, and importance of Information Technology and E-Business in modern business environments. 2.To apply computer literacy skills and demonstrate proficiency in using MS-Office tools for creating, analyzing, and managing business documents and data. 3.To differentiate between various models of E-Commerce and evaluate their suitability for different business scenarios, including digital payment systems. 4.To analyze cyber threats, evaluate risks, and understand legal, ethical, and security issues in E-Business environments. 5.To identify and utilize e-resources effectively for research, information retrieval, and business decision-making.
6.	Course Outcomes (COs)	After the completion of the course, the students should be able to: CO1. To understand basics of Information Technology and E-Business fundamentals CO2. To apply knowledge of computer fundamentals and differentiate applications of MS-Office in business CO3. To differentiate among models of e-commerce and e-payments CO4. To have awareness of E-business, Cyber security and analyze the threats & other related issues CO5. To Identify & recognize optimum uses of e-resources like websites, search engines, shopping sites, etc.
7.	Credit Value	3
8.	Total Marks :100	Max. Marks: 20+30+50 Min. Passing Marks:08+12+32



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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, Internet Concepts & Services, Hardware and software requirements, type of Internet connections Operating Systems WINDOWS XP, Basic Operations, utilities and features	13
II	Application Software (MS-Office) MS Word: word basics, formatting text and documents, introduction to mail merge & macros MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating "what-if" protects MS PowerPoint: PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard.	13
III	E-Business Models: Elements of Business models, B2B, B2C models Payment Systems: Type of E- payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI	10
IV	Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in e-commerce.	6
V	Online Marketing Concepts: Process, Marketing Communication, Marketing Tools. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business. Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization.	6



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Part – C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. Sinha and Sinha, Computer Fundamentals, BPB Publications. Latest Edition.
2. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint, New Delhi, Latest Edition.

Textbooks:

1. R. Kalakotta & M Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint, New Delhi, Latest Edition
2. Rayudu C. S. e-Business, Himalaya Publishing House, Latest Edition.
3. Daniel Amor, "The E-Business (R) Evolution", PHI Learning, New Delhi, Latest Edition
4. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, Latest Edition

Reference Books:

1. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi, Latest Edition.
2. Joseph, E-commerce, Indian Perspective, PHI. Latest Edition
3. Murthy C.S.V. e-Commerce, Himalaya Publishing House, Latest Edition
4. R K Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi, Latest Edition
5. Sumitabha Das, Unix concepts and applications, Tata McGraw Hills, New Delhi, Latest Edition

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.

NPTTEL (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.

Skill India Digital Hub This platform offers courses aimed at improving job readiness and skill development in various vocational and technical areas.

PMKVY Scheme: Offers free courses under the Pradhan Mantri Kaushal Vikas Yojana.

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.

Other government educational portals

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.

PM e-Vidya (pmevidya.education.gov.in): A multi-mode access program that unifies digital education initiatives, including DIKSHA and SWAYAM Prabha TV channels.

e-PG Pathshala (epgp.inflibnet.ac.in): Offers high-quality, curriculum-based e-content for postgraduate students.

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 :20
External Assessment Time :	Section (A) :5*10=10	Marks : Practical 30 Theory - 50
Total Marks	(Internal Assessment + External Assessment) :20+30+50=100	
Credit Value	NA	
Minimum Passing Marks	40	



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SYLLABUS

PART-A : Introduction			
Programme : MBA	Class : I Sem	Year : I	Session :2025-26
Subject : Business Environment		Theory / Practical: Theory	
1.	Course Code	FT 105 C	
2.	Course Title	Business Environment	
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core	
4.	Pre-Requisite (if any)	Not Applicable	
5.	Course Objectives	<ol style="list-style-type: none">1. To identify the interrelationship between business and its environment, recognizing both internal and external factors.2. To describe the structure and conditions of the Indian economy, including development initiatives like NITI Aayog.3. To interpret the Indian financial system, economic policies, and reforms in banking and fiscal strategies.4. To analyze the effects of liberalization, privatization, globalization, and foreign trade on India's business environment.5. To prepare strategies for global business expansion using international trade frameworks and MNC practices.	
6.	Course Outcomes (COs)	After the Completion of course the student should be able to: <ul style="list-style-type: none">• CO1 - Identify business and environment as interrelated and independent entities, and discover the internal and external elements shaping the business environment.• CO2- Describe the structure and conditions of the Indian economy, explain development initiatives such as NITI Aayog, and illustrate knowledge of economic policies and trends to real-world business scenarios.	



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		<ul style="list-style-type: none"> CO3 - Interpret the Indian financial system, industrial and trade policies, and reforms in banking, planning, and fiscal-monetary strategies since independence. CO4- Analyze the impact of liberalization, privatization, globalization, foreign trade, FDI, and international financial mechanisms on India's business environment. CO5 - Prepare strategies for global business expansion by integrating WTO frameworks, international trade blocs, and MNC practices to achieve sustainable growth in domestic and international markets.
7.	Credit Value	3
8.	Total Marks -100	Max. Marks:80+20 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	Unit – I Foundations of Business Environment <ul style="list-style-type: none"> Concept, significance, and nature of business environment Elements of environment: Internal and External Types of environment: Economic, Socio-Cultural, Political, Legal, Technological Changing dimensions of business environment Problems and challenges of Indian business environment 	6
II	UNIT II: Economic Environment and Policy Framework <ul style="list-style-type: none"> Nature and structure of the Indian economy Economic conditions, problems & challenges 	6



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	<p>of the Indian economy, suggestions</p> <ul style="list-style-type: none">• NITI Aayog: Objectives, strategies, and role in development• Rural development efforts, NGOs and their role in Indian economy• Monetary & Fiscal Policy (overview and impact)• Current economic trends in India	
III	<p>UNIT III: Financial and Industrial Policy Environment</p> <ul style="list-style-type: none">• Indian financial system: structure and institutions (RBI, SEBI, Banks)• Economic planning with reference to last 3 plans• Industrial Policy & Foreign Trade Policy• Reforms in banking & financial sector• Inflation and its impact on business• Case studies on Indian financial reforms	6
IV	<p>UNIT IV: India and Global Business Environment</p> <ul style="list-style-type: none">• Liberalization, Privatization, Disinvestment & Globalization – concepts & impact on India• India's exports, imports, and EXIM Policy• Foreign Direct Investment (FDI) in India and its impact• Balance of Payments: concept, disequilibrium, methods of correction• Trade barriers & strategies: Free Trade vs. Protection• World financial environment: Foreign exchange market mechanism, exchange rate	6



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	determination, Euro currency	
V	<p>UNIT V: Globalization, Integration & Multinational Corporations</p> <ul style="list-style-type: none">• Strategies for going global: International economic integration• Country evaluation and selection, foreign market entry methods• International trading blocs: objectives and impact• WTO: origin, objectives, organization, functioning, WTO & India• Multinational Corporations (MNCs): meaning, dimensions, globalization stages• Pros and cons of globalization for Indian business• Integrating business environment principles and strategies for sustainable growth	6

Part- C : Learning Resources



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Textbooks, Reference Books, Other Resources

Suggested Readings:

1. Justin Paul, Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, Latest Edition.
2. Govt. of India, Latest Economic Survey.

Textbooks :

1. Essentials of Business Environment - Latest edition, K. Aswathapa, Himalaya Publishing House, Mumbai,
2. Indian Economy - Latest edition, S. K. Misra V. K. Puri, Himalaya Publishing House, Mumbai.
3. Business Environment - Latest edition, Francis Cherunilum, Himalaya Publishing house
4. D.N. Dwivedi, Managerial Economics, Vikas Publishing House, Latest Edition.

Reference Books :

- Adhikari, M.** – *Business Environment*, Excel Books, New Delhi.
- Shaikh, Saleem** – *Business Environment*, Pearson Education, Latest Edition.
- A.C. Fernando** – *Business Environment: Text and Cases*, Pearson Education.
- Hill, Charles W. L.** – *International Business: Competing in the Global Marketplace*, McGraw Hill.

Suggestive Digital Platform Web Links :

- Ministry of Finance, Government of India** – <https://finmin.nic.in>
(Budgets, policies, and finance-related updates)
- Department for Promotion of Industry and Internal Trade (DPIIT)** – <https://dpiit.gov.in>
(Industrial policies, FDI regulations, ease of doing business)
- Reserve Bank of India (RBI)** – <https://www.rbi.org.in>
(Monetary policy, reports, and publications)
- NITI Aayog** – <https://www.niti.gov.in>



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(Policy think tank reports, SDG India Index, strategy documents)

Economic Survey of India – <https://indiabudget.gov.in/economicsurvey>
(Annual survey of India's economy)

Suggested Equivalent Online Courses :

Business Environment – NPTEL (IIT Kharagpur) <https://nptel.ac.in>
(Covers Indian business environment, policies, and global challenges – free with certificate option.)

Introduction to Economics – MIT OpenCourseWare - <https://ocw.mit.edu>
(Free course on micro & macroeconomics foundations relevant for business.)

Managerial Economics – Coursera (University of London) - <https://www.coursera.org>
(Covers decision-making, demand-supply, and market environment for managers.)

Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 20
External Assessment	Section (A) : 60 Section (B) : 20 Section (C) : NA	Marks : 80
Time :		
Total Marks	(Internal Assessment + External Assessment) : 100	



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Credit Value	NA
Minimum Passing Marks	40



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SYLLABUS

PART-A : Introduction				
Programme :MBA (FT)		Class : I	Year : I	Session :2025-2026
Subject : Organization Behaviour			Theory / Practical: Theory	
1.	Course Code	FT 106 C		
2.	Course Title	Organization Behaviour		
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	CORE		
4.	Pre-Requisite (if any)	NA		
5.	Course Objectives	1. To understand individual behavior through concepts of personality, attitudes, perception, and learning. 2. To analyze and apply 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 evaluate leadership theories and the role of emotional intelligence in improving managerial effectiveness. 5. To integrate organizational culture and change management processes for developing effective stress and time management strategies.		
6.	Course Outcomes (COs)	After the completion of the course, the students should be able to: CO1 : As determinants of Individual behaviour 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 : Discriminate among the leadership theories and styles and assess the role of emotional intelligence in managerial effectiveness. CO5 : Combine organizational culture and change processes and formulate strategies for effective stress and time management		
7.	Credit Value	3		
8.	Total Marks :100	Max. Marks: 20+80	Min. Passing Marks:08+32	



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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	Foundations of Individual Behavior: The organization and the individual, Personality Determinants and Attributes. Attitudes, learning, and Learning Theories, Perception, OB models	10
II	Motivation: Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory, and Behavior Modification.	08
III	Foundations of Group Behavior and Conflict Management and Negotiation: Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations: Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation Process, Bargaining Strategies	10
IV	Emotional Intelligence and Leadership: Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories—Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, Recent Developments in Leadership Theory. Emotional intelligence: Framework of Emotional Intelligence, EI implications for an individual and managerial effectiveness.	08
V	Organizational Culture, Change and Time & Stress Management: Concept, Relationship of Culture with organizational behavior, Levels of organizational culture, Analyzing, managing and changing organizational culture, Implications for managers at national and global level. Forces for Change, Resistance to Change. Approaches to managing organizational change, Stress, Work Stress and its Management, Concept of Time Management. Barriers to Effective Time Management. Tools and Techniques for Effective Time Management.	09



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Part- C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. Uday Pareek, Understanding Organizational Behavior, Oxford Higher Education, Latest Edition.
2. John W. Newstrom and Keith Davis, "Organizational Behavior: Human Behavior at Work," New Delhi, Tata McGraw-Hill, Latest Edition.

Textbooks:

1. Jai B.P. Sinha, Culture and Organizational Behavior, Sage Publications, Latest Edition.
2. Kavita Singh, Organizational Behavior Text and Cases, New Delhi, Pearson Education, Latest Edition.
3. M.N. Mishra, Organizational Behavior, Vikas Publishing House, Reprint, Latest Edition
4. Dr. Upinder Dhar and Dr. Santosh Dhar (2002). Case Method in Management Education: Text and Illustrations, Excel, New Delhi.

Reference Books:

1. Stephen P. Robbins (2000). Organizational Behavior: Concepts, Controversies, Applications, New Delhi, Prentice. Hall, 9th Edition.
2. Fred Luthans (1998). Organizational Behavior, New York: McGraw-Hill, 8th Edition.
3. Bill Scott (1995). The Skills of Communications, Jaico Publications, Bombay
4. John W. Newstrom and Keith Davis (1993). Organizational Behavior: Human Behavior at Work, New Delhi, Tata McGraw-Hill.

Suggestive Digital Platform Web Links:

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

Suggested Equivalent Online Courses:

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



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 20
External Assessment	Section (A): 60 Section (B): 20 Section (C):	Marks : 80
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	Class : FT	Year :I
		Session :2025-2026
Subject :BUSINESS COMMUNICATION		Theory / Practical: Theory
1.	Course Code	FT 108 C
2.	Course Title	BUSINESS COMMUNICATION
3.	Course Type (Core Course/DSE/Minor/MD-ID/SEC/VOC)	Core
4.	Pre-Requisite (if any)	NA
5.	Course Objectives	1. To enable students to understand the fundamental principles, processes, and channels of communication and recognize the significance of verbal and non-verbal communication in a business context. 2. To develop students' ability to listen effectively, identify communication barriers, and enhance their interpersonal and presentation skills through experiential learning and role-based activities. 3. To strengthen students' reading comprehension, critical analysis, and language proficiency for improved clarity and effectiveness in business communication. 4. To equip students with the knowledge and skills required for professional business writing, enabling them to create structured letters, reports, emails, and proposals suitable for organizational needs. 5. To train students in designing impactful resumes and application letters by applying suitable formats, tone, and content to meet professional and recruitment standards.
6.	Course Outcomes (COs)	After the completion of the course, students should be able to: CO 1 Define & Explain the principles, processes, and channels of communication, and analyze the role of verbal and non-verbal elements in overcoming barriers for effective business communication. CO 2 Demonstrate effective listening by identifying and overcoming barriers, and develop presentation, interview, and group discussion skills through practical activities and role plays. CO 3 Illustrate written texts to enhance comprehension, analyze content critically, and apply improved vocabulary and grammar for effective business communication. CO 4 Prepare professional business documents, including letters, emails, memos, reports, and proposals, by applying appropriate formats, tone,



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		and style to suit organizational needs. CO 5 Design and write professional resumes by selecting appropriate formats and apply resume writing skills to meet internship and recruitment requirements.
7.	Credit Value	3
8.	Total Marks	Max. Marks: 20+80 Min. Passing Marks:08+32

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	Basics of Communication: Define Communication and its objectives in a business set up, distinguish between Business Communication and General Communication; Principles of Effective Communication; Process of Communication explained through various Models and its examples, Importance of Feedback and critique; Barriers to effective communication & Overcome. Communication Networks: Channels of Communication: Formal - Upward, Downward, Lateral; Informal - Grapevine, Advantages and Disadvantages of grapevine; Comparing Formal and Informal Channels in various situations; Verbal Communication: significance of choice of words and style of communication, significance of language as an essential tool for communication; Non-Verbal Communication: Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage; Cultural differences in Non-Verbal Behavior	10
II	Factor Affecting Communication: Importance of Listening, Types of Listening, activities to develop listening Skills; Barriers to Listening and overcoming them, workshop on Understanding the relevance and effectiveness of communication through Transactional Analysis (Activity - based) Presentation Skills: Preparing for and conducting presentations, Designing and delivering online Presentations, Interviewing and being interviewed, Group Discussions, Speeches and Public Speaking, Situation specific role plays as	10



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	relevant to the discipline (Assignment based)	
III	Reading Comprehension: Understanding the significance of reading and comprehension; Understanding the value of significant reading to develop the ability to comprehension and critical insight; Developing language proficiency and enhance vocabulary and grammar (Handout based)	5
IV	Business Writing: Basic patterns of business letters: Cover letters, Applications, Sales and Credit letters, etc., Directness in good news and neutral situations: Indirectness in bad news and persuasive messages, E- mails, Memos and Circulars; Writing Reports and Proposals.	10
V	Resume Writing: Types of resumes viz. Chronological. Functional/Skill-based Combination and Targeted: Understanding the advantages and disadvantages of the same, tailoring the content to suit the requirements. Significance of writing resumes for internship and recruitment purposes, (Handout based)	5

Part- C : Learning Resources

Textbooks, Reference Books, Other Resources



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Suggested Readings:

1. Essentials of Business Communication, Rajendra Pal & J.S. Korlahalli, Sultan Chand & Sons
2. The Art & Science of Business Communication, P.D. Chaturvedi & Mukesh Chaturvedi

Textbooks:

1. Penrose, Business Communication for Managers, Latest edition, Cengage Learning, India
2. P.D. Chaturvedi, Business Communication Concepts Cases & Applications, Latest edition, Pearson Education.
3. Raymond V. Lesiker, Business Communication - Connecting in a Digital World, McGraw Hill Education, Latest edition, New Delhi.
4. Debashish & Das, Business Communication, PHI, Latest edition.
5. Courtland L. Bovee Business Communication Today, Latest edition.
6. Agarwal Rohini, Business Communication Organization and Management, New-Delhi: Taxmann Publication, Latest edition

Reference Books:

1. Asha Kaul, Business Communication, Latest edition, PHI Learning
2. Courtland L. Bovee, Techniques of Writing Business Letters, Memos and Reports, Jaico Publishing House, Latest edition.
3. Krizan, Effective Business Communication, Latest edition, Cengage Learning India
4. Madhukar, Business Communication, Vikas Publishing House, Latest edition.
5. Sushil Bahl, Business Communication Today, Response Books, Reprint, Latest edition
6. Meenakshi Raman & Prakash Singh Business Communication, Oxford Higher Education, Latest Edition

Suggestive Digital Platform Web Links:

1. <https://www.coursera.org/courses?query=business%20communication>
2. https://onlinecourses.swayam2.ac.in/imb24_mg54/preview

Suggested Equivalent Online Courses:

1. SWAYAM- Business Communication Essentials
2. Coursera – Effective Communication for today's leader
3. FutureLearn

Part D : Assessment and Evaluation

Internal Assessment

Total Marks : 20



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Continuous Comprehensive Evaluation (CCE)		
External Assessment	Section (A) :Answer the Question - 60	Marks : 80
	Section (B) :Case study -20	
Time : 3 hrs	Section (C) :NA	
Total Marks	(Internal Assessment + External Assessment) :20+80	
Credit Value	NA	
Minimum Passing Marks	40	



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PART-A : Introduction			
Programme : MBA	Class : FULL-TIME	Year : I	Session : JULY-DEC 2025
Subject : MANAGERIAL ECONOMICS		Theory / Practical: THEORY	
1.	Course Code	FT-108 C	
2.	Course Title	MANAGERIAL ECONOMICS	
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 introduce students to the fundamental concepts and principles of managerial economics, including the distinction and linkage between microeconomics and macroeconomics, to build a strong theoretical foundation.2. To develop an understanding of demand and supply analysis, elasticity, and demand forecasting techniques, enabling students to interpret and explain market behavior for effective managerial decision-making.3. To enable students to apply production and cost theories in analyzing business operations for optimizing resource allocation and improving organizational efficiency.4. To familiarize students with the objectives of firms and the characteristics of different market structures, allowing them to identify and formulate competitive business strategies.5. To equip students with the analytical skills to evaluate macroeconomic policies, national economic reforms, and global economic events, and assess their implications for business decisions.	
6.	Course Outcomes (COs)	<p>After completion of the course, the students should be able to:</p> <ol style="list-style-type: none">1. CO1 : Define and recall the fundamental concepts of managerial economics, micro and macroeconomics, and their interrelationships.2. CO2: Explain demand and supply theories, elasticity, and demand forecasting in the context of managerial decision-making.	



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		3. CO3: Apply production and cost analysis to determine optimal resource allocation and business efficiency. 4. CO4: To identify and generalize firm objectives and market structures for designing competitive business strategies. 5. CO5: Evaluate the impact of macroeconomic and NEP policies, economic reforms, and global shocks on business decisions.	
7.	Credit Value	3	
8.	Total Marks: 100	Max. Marks: 20+80	Min. Passing Marks:08+32



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SYLLABUS

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, Micro and Macro economic theories, Relationship between micro and Macro economics, Managerial and Business economics, Scope of managerial economics and its relationship with Statistics. Mathematics, Accounting and Operation Research. Optimization Techniques: Concepts and Techniques.	9
II	Demand Theory: Concept of Demand, Factors affecting demand, Demand Functions, Price of commodity and demand, shift in demand curve, Income and demand, Income and substitution effects, other factors affecting demand, demand forecasts. Laws of Supply, Elasticity of Demand.	12
III	Production and Costs and Firm structure: Fixed and Variable inputs, Short and long run fixed and variable proportions, returns to scale, Causes of increasing and decreasing returns to scale, Cost curve, choosing the least cost input combination. Modern Theories of Profit, Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control, Perfect Competition, Monopoly, Oligopoly, Imperfect Competition.	12
IV	Macroeconomics for Management : Determinants of GNP/GDP, Consumption Saving and Investment, Inflation, Trade Cycles, Monetary Policy, Fiscal Policy.	6



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V	New Economic Policy-1991 Liberalization, Privatization, Globalization, Impact on business and impact of global shocks (general discussion on Global Financial Crisis and demonetization).	6
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Part- C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings: 1. G.S. Gupta, "Managerial Economics" TMH, New Delhi, Latest Edition
2. Managerial Economics (An Indian Edition) 8ed Lila J. Truett, Dale B

Textbooks :

1. D N. Diwedi, "Management Economics", Vikas Publications, Latest Edition
2. Adhikari M., "Managerial Economics". N.D. Khalsa Pub. New Delhi, Latest Edition.
3. Baumol W. "Economic Theory and Operations Analysis", Latest Edition
4. David J.R. & Chang Simen. "Managerial Economics", Prentice Hall, New Delhi, Latest Edition
5. H.C Petersen - Managerial Economics, Latest Edition

Reference Books : Managerial Economics M.L Jhingan and B.K Jhingan

Suggestive Digital Platform Web Links :

https://ebooks.lpude.in/commerce/mcom/term_1/DECO405_MANAGERIAL_ECONOMICS_ENGLISH.pdf

Suggested Equivalent Online Courses : <https://nptel.ac.in/courses/110105075>



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Part D : Assessment and Evaluation		
Internal Assessment Continuous Comprehensive Evaluation (CCE)		Total Marks : 20
External Assessment	Section (A) : 60 Section (B) : 20 Section (C) :	Marks : 80
Time :		
Total Marks	(Internal Assessment + External Assessment) : 100	
Credit Value	NA	
Minimum Passing Marks	40	