



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



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

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



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part – C : Learning Resources
Textbooks, Reference Books, Other Resources
Suggested Readings: <ol style="list-style-type: none">1. Management A Global Perspective - Horold Koontz. Heinz Weihrich. New Delhi Tala McGraw Hill Latest Edition2. Management - Stephen Robbins. New Delhi Pearson, Latest Edition3. Principles of Management - Richard L Daft, India. New Delhi: Cengage Learning Latest Edition4. Management Theory and Practice - P. SubbaRao,Mumbai: Himalya Publication HousePvt. Ltd, Latest Edition.5. Management - Robert Knetner. Houghton Mifflin CO. Latest Edition.
Textbooks: <ol style="list-style-type: none">1. Essentials of Management -Horold Koontz, T. Donnell and Heinz Weihrich, 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: <ol style="list-style-type: none">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: <ol style="list-style-type: none">1.http://courses.lumenlearning.com/wm-organizationalbehavior/chapter/different-management-theories2. http://digitalleadership.com/blog/porters-generic-strategies/3. http://www.business.com/articles/management-theory-of-henri-fayol/
Suggested Equivalent Online Courses: <ol style="list-style-type: none">1. Saylor Academy – Principles of Managementhttps://www.saylor.org/courses/bus2082. edX – Business Management Courseshttps://www.edx.org/learn/business-management3. Coursera – Principles of Managementhttps://www.coursera.org/learn/principles-of-management



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

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	



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:2025-2026
		Session: July-Dec 2025	
Subject : Quantitative Techniques		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



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

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



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

b. Statistical Decision Theory: Decision making process, Decisions under uncertainties and Decisions under Risk
--

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 Jhunjhunwala, "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>



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

<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	



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 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



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

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



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

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?querv=financial%20accounting>
<https://www.edx.org/learn/accounting>

Suggested Equivalent Online Courses:

NPTEL- Financial Accounting

Corporate Finance Institute- Accounting Fundamental Course



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

--

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	



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 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



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

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



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

Part – C : Learning Resources	
Textbooks, Reference Books, Other Resources	
Suggested Readings:	
1.	Sinha and Sinha, Computer Fundamentals, BPB Publications. Latest Edition.
2.	Ravi Kalakotta & Winston 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.	
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.	
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/	



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

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	



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	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)	<p>After the Completion of course the student should be able to:</p> <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.



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

		<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



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

	<ul style="list-style-type: none">of the Indian economy, suggestions• 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



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

	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



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

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>



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

(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

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



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

Credit Value	NA
Minimum Passing Marks	40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(An Autonomous Institute)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal, Madhya Pradesh, India

Accredited by UGC-NAAC with 'A' Grade

ISO 9001:2015 Certified

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



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(An Autonomous Institute)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal, Madhya Pradesh, India

Accredited by UGC-NAAC with 'A' Grade

ISO 9001:2015 Certified

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



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(An Autonomous Institute)

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

Part- C : Learning Resources

Textbooks, Reference Books, Other Resources

Suggested Readings:

1. Udai 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>



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(An Autonomous Institute)

Approved by AICTE, New Delhi and Affiliated to DAVV, Indore & RGPV, Bhopal, Madhya Pradesh, India

Accredited by UGC-NAAC with 'A' Grade

ISO 9001:2015 Certified

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	



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	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	<p>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.</p> <p>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.</p> <p>3. To strengthen students' reading comprehension, critical analysis, and language proficiency for improved clarity and effectiveness in business communication.</p> <p>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.</p> <p>5. To train students in designing impactful resumes and application letters by applying suitable formats, tone, and content to meet professional and recruitment standards.</p>
6.	Course Outcomes (COs)	<p>After the completion of the course, students should be able to:</p> <p>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.</p> <p>CO 2 Demonstrate effective listening by identifying and overcoming barriers, and develop presentation, interview, and group discussion skills through practical activities and role plays.</p> <p>CO 3 Illustrate written texts to enhance comprehension, analyze content critically, and apply improved vocabulary and grammar for effective business communication.</p> <p>CO 4 Prepare professional business documents, including letters, emails, memos, reports, and proposals, by applying appropriate formats, tone,</p>



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

		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



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

	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



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

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



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

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



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

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	<p>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.</p> <p>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.</p> <p>3. To enable students to apply production and cost theories in analyzing business operations for optimizing resource allocation and improving organizational efficiency.</p> <p>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.</p> <p>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.</p>
6.	Course Outcomes (COs)	<p>After completion of the course, the students should be able to:</p> <p>1. CO1 : Define and recall the fundamental concepts of managerial economics, micro and macroeconomics, and their interrelationships.</p> <p>2. CO2: Explain demand and supply theories, elasticity, and demand forecasting in the context of managerial decision-making.</p>



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

		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



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-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



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

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
----------	---	----------



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

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



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

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	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Syllabus

Master of Business Administration

(Full Time - Dual Specialization)

MBA (FT)

**Year - I
(Semester – II)**

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



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Syllabus

Master of Business Administration

(Full Time - Dual Specialization)

MBA (FT)

Year - I

(Semester – II)

w.e.f. Session January – June 2026

(Academic Year: 2025- 26)



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Shri Vaishnav Institute of Management & Science, Indore				
Department of Management (PG)				
Master of Business Administration (Full Time)				
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	FT 201	Operations Research	3
2.	Core	FT 202	Operations Management	3
3.	Core	FT 203	Entrepreneurship	3
4.	Core	FT 204	Financial Management	3
5.	Core	FT 205	Marketing Management	3
6.	Core	FT 206	Human Resource Management	3
7.	Core	FT 207	Business Ethics and Indian Ethos in Management	3
8.	Core	FT 208	Business Research Methods	3



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Master of Business Administration

(Full Time)

Year – I (Semester – II)

S. No.	Course Code	Name of the Subject	Credit Hours
1.	FT 201	Operations Research	3
2.	FT 202	Operations Management	3
3.	FT 203	Entrepreneurship	3
4.	FT 204	Financial Management	3
5.	FT 205	Marketing Management	3
6.	FT 206	Human Resource Management	3
7.	FT 207	Business Ethics and Indian Ethos in Management	3
8.	FT 208	Business Research Methods	3



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction			
Programme: MBA (FT)		Class: Semester- II	Year: I
Subject: Business Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	FT – 201	
2.	Course Title	Operations Research	
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 concepts and meaning of operations research and its role as a scientific approach to decision-making. 2. To enable students to recall and define the basic concepts of linear programming, including its meaning, assumptions, terminology, and characteristics. 3. To develop the ability to apply methods for obtaining an initial basic feasible solution (IBFS) such as NWCR, Least Cost Method, and Vogel's Approximation Method. 4. To help students analyze queuing situations, replacement models and game theory, for management decision-making to capacity enhancement. 5. To formulate real-life problems into simulation or Markov Chain Models and develop solutions to optimize decision-making or predict future system behavior. 	
6.	Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Understand Operations Research and explain its meaning, nature, and importance in decision-making.</p> <p>CO2. Explain the general mathematical formulation of LPP, including objective functions, constraints, and feasible regions.</p> <p>CO3. Evaluate the mathematical formulation of Transportation and Assignment Problems, including objective functions and constraints for real life problem.</p> <p>CO4. Recall basic concepts, terminology, and assumptions of queuing models, replacement theory, and game theory.</p> <p>CO5. Apply real-life problems into simulation or Markov chain models and develop solutions to optimize processes or predict future system behavior.</p>	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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






PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction to Operations Research: Meaning, Scope of Operations Research in Management, Advantages and Limitations of Operation Research, OR Models.	9
2.	Linear Programming: Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M- Method Duality and Post Optimality Analysis Advantage and Limitations of LPP.	9
3.	Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method. Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation, Travelling Salesman Problem.	9
4.	Waiting Line Models: Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population). Replacement Models: Introduction Scope in Management, Single Equipment Replacement Models and Group Replacement. Game Theory: Introduction to Games, Maximin and Minima Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods.	9
5.	Simulation: Introduction to simulation, Monte Carlo Technique and Its Applications. Markov Chain Analysis: Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.	9



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p> Suggested Readings:</p> <ol style="list-style-type: none"> 1. V. K. Kapoor, Problems and Solutions in Operations Research, Latest Edition, New Delhi, Sultan Chand and Sons 2. F. Hillier, Introduction to Operation Research, Latest Edition, TMH 3. Bobby Srinivasan and CL. Sandblom, Quantitative Analysis for Business Decisions, Latest Edition, McGraw Hill Publications
	<p> Textbooks:</p> <ol style="list-style-type: none"> 1. Anderson, Introduction to Management Science, Cengage Learning, Latest Edition. 2. Hamdy A. Taha, Operations Research: An Introduction, Pearson, Latest Edition. 3. N.D. Vohra, Quantitative Techniques in Management, McGraw Hill Education, Latest Edition 4. H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions, PHI Learning Latest Edition 5. Chawla, Operation Research, Kalyani Publication Ludhiyana, Latest Edition 6. Sharma Anand. Operation Research, Himalaya Publishing House, Latest Edition 6. J.K. Sharma, Operations Research Theory & Applications, Macmillan India Ltd., Latest Edition.
	<p> Reference Books:</p> <ol style="list-style-type: none"> 1. Winston, Operation Research Application and Algorithm, Latest Edition, Cengage Learning. 2. Krajewski, Ritzmen, Malhotra, Operations Management: Process & value, Latest Edition, Pearson. 3. Kalawati, Operations Research, Vikas Publication Pvt. Ltd., Latest Edition.
	<p> Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/ 2. https://www.classcentral.com/course/swayam-operations
	<p> Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none"> 1. https://www.coursera.org/ 2. https://www.edx.org/learn/operations/



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 20 Section (B): 60 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction			
Programme: MBA (FT)		Class: Semester- II	Year: I
Session: January- June 2026			
Subject: Business Administration		Theory/ Practical: Theory	
1.	Course Code	FT – 202	
2.	Course Title	Operations 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 identify and understand the production function. 2. To recognize and apply location models and layouts design. 3. To interpret and use techniques to match supply with demand. 4. To illustrate the sequencing of activities for optimum production. 5. To understand and distinguish the concepts of quality management.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO 1. Gain an understanding and appreciation of principles and applications relevant to the planning, design and operations of manufacturing/service firms. CO 2. Create and evaluate location design and layout design. CO 3. Organize the resources for effective cost control. CO 4. Plan the activities for smooth operations. CO 5. Apply different quality management tools.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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



PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction to Production and Operations Management: Nature of Production, Operations Management. Production Function and its Environment, Functions of Production Operations. Manager. Productivity- Definition. Types of Productivity. Factors affecting Productivity. Methods for improving Productivity. Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy, Product Selection and Design, Service Design, Process and Technology Selection.	9
2.	Facilities Planning: Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model (Factor rating method, Weighted factor rating method). Layout of Manufacturing/service facility: Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.	11
3.	Work Measurement & Resources Requirement Planning; Work Study, Method Study and its techniques, Work Sampling and its techniques, Motion Study, Capacity Planning. Inventory Management: Concept, types, lead time, safety stock, reorder point, P- system & Q - system, EOQ, ABC & VED Analysis. Production Planning and Control: Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy. Materials Requirement Planning.	9
4.	Operations Scheduling: Production Activity Control for Mass Manufacturing (Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m machines (Graphical method - Aker's Algorithm).	7
5.	Quality Management: Evolution of Quality Concept. TQM. Quality Gurus (Juran, Crosby, Deming), KAIZEN, Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications. Quality Circles, Six Sigma.	9



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	<p> Suggested Readings:</p> <p>1. Heizner, Redner, Munson, Sachan. Operations Management, Pearson.</p>
	<p> Textbooks:</p> <p>1. Evans. Operations Management Concepts Techniques and Applications, Cengage Learning, 2. B. Mahadevan, Operation Management: Theory and Practice Pearson Education, New Delhi. 3. Ashwathappa Production and Operation Management. Himalaya Publishing House</p>
	<p> Reference Books:</p> <p>1. Slack, Operations Strategy, Pearson Education 2. Norman Gaither, Operations Management, Cengage Learning, India 3. R. Paneerselvam, Production and Operations Management, PHI Learning</p>
	<p> Suggestive Digital Platform Web Links:</p> <p>1. Manufacturing Today (https://www.manufacturingtodayindia.com/)</p>
	<p> Suggested Equivalent Online Courses:</p> <p>1. Simplilearn for Lean Management, Vskills for Six Sigma, NPTEL</p>



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 32 Section (B): 48 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction			
Programme: MBA (FT)		Class: Semester- II	Year: I
Session: January- June 2026			
Subject: Business Administration		Theory/ Practical: Theory	
1.	Course Code	FT – 203	
2.	Course Title	Entrepreneurship	
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 concepts of Entrepreneurship, Entrepreneurial traits, role of Entrepreneurship in economy. 2. To understand Ventures, Venture Expansion and Exit Strategies. 3. To discuss and explain comprehensive business plan, including investment strategies. 4. To understand the support of various government bodies for Entrepreneurship eco-system. 5. To identify the strategies for risk Management regulatory legal & ethical responsibilities.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Define and describe fundamentals of Entrepreneurship, Entrepreneurial traits for developing creative business ideas. CO2. Organizing entrepreneurial venture expansion and exit Strategies CO3. Develop comprehensive business plan including investment strategies. CO4. Identify Marketing strategies and Entrepreneurship eco-system. CO5. Asses venture's risk Management & regulatory responsibilities global Concerns.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Fundamentals of Entrepreneurship: Define Entrepreneurial Traits & Entrepreneurship. Entrepreneur Decision Making Process, Role of Entrepreneurship in the Economy. Concept of Start-ups, Forms of Ownership, Women Entrepreneur & Challenges.	8
2.	Planning and Organizing Entrepreneurial Venture: Process of Planning Entrepreneurial Venture, Organizing Business Research Tools and Techniques to know the feasibility of venture; Life Cycle of Venture, Growth and Challenges, Problem Solving Approaches and ways of financing new venture. New venture Expansion & Exit Strategies: Expansion Strategies: Understanding joint ventures, acquisitions, merger, franchising. Exit Strategies: Introduction, Reasons for existing and long-term preparation, short-term preparation.	8
3.	Creating a Business Plan: Define the elements of a business plan, create a basic business plan, Recognize and describe the role marketing plays in business (Digital Media), Explain a marketing plan. Explain the considerations in the purchasing cycle, Launching Formalities. Start-Up Funding & Strategies for future: Funding Alternatives for Start-up, Venture Capital System for Start-up, Designing Funding Strategy, What Investors Look For in a Pitch Funding, Current Funding Option available in global Market.	11
4.	Institutional support to Entrepreneurship: EDP Movement in India, Institutional Support System, Centre for Entrepreneurship Development (CED), National Institute for Entrepreneurship and Small Business Development (NIES BUD), Institutes for Entrepreneurship Development (FED), Science and Technology Entrepreneurship Parks (STEPS), National Alliance of Young Entrepreneurs (NAYE), Technical Consultancy Organizations (TCOs), National Small Industry Corporation (NSIC), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI). Rural Development and Self Employment Training Institute (RUDSETI), Rural Development and Human Development 'Framing programmes, Technology Transfer programme.	10
5.	Risk Management & Regulatory Global Concerns: Risk Avenues for entrepreneurs & Strategies for Risk Management, Discuss Different types of regulations that apply to businesses. Understanding legal & Ethical responsibilities of entrepreneurs, Identify key concepts and relationships in a business environment. Describe business considerations when entering the global market. Recognize and describe the value of cultural differences in local and global business.	08



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p>✚ Suggested Readings:</p> <ol style="list-style-type: none"> David H Holt Entrepreneurship New Venture Creation, PHI, Latest Edition. Raieev Roy. Entrepreneurship. Oxford University Press Latest Edition Desai Vasant, Dynamics of Entrepreneurship Development and Management, Himalaya Publishing House, Latest Edition. The Lean Startup, Eric Ries, Latest Edition.
	<p>✚ Textbooks:</p> <ol style="list-style-type: none"> Charanthimath. Entrepreneurship development small business enterprises, Pearson education, Latest Edition Kuratko & Hodgetts. Entrepreneurship in The Yew Millennium, Cengage learning. Latest Edition. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, Latest Edition. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers by Alexander Osterwalder and Yves Pigneur. Latest Edition. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Latest Edition.
	<p>✚ Reference Books:</p> <ol style="list-style-type: none"> Coulter, Entrepreneurship in Action, PHI Learning, Latest Edition. Alpana Trehan, Entrepreneurship, Wiley India Pvt. Limited, Latest Edition Greene, Entrepreneurship, Cengage learning, Latest Edition. B. K. Mohanty Fundamentals of Entrepreneurship PHI, Latest Edition. Barringer, Entrepreneurship Pearson education, Latest Edition.
	<p>✚ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none"> https://www.emeraldgrouppublishing.com/journal/ijotb https://catherwood.library.cornell.edu/workplace-issues-today/ https://market.tutorialspoint.com/course/organisational-behaviour
	<p>✚ Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none"> Swyam-NPTEL-https://swayam.gov.in/explorer Mooc Courses-https://www.coursera.org/courses?query=mooc



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction			
Programme: MBA (FT)		Class: Semester- II	Year: I
Subject: Business Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	FT – 204	
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	<ol style="list-style-type: none"> 1. To explain the fundamental concepts, nature, scope, and objectives of financial management and differentiate between value maximization and profit maximization, including major financial decisions. 2. To develop the ability to interpret financial statements using analytical tools such as common-size statements, ratio analysis, funds flow, cash flow, leverage and CVP analysis. 3. To enable students to compute cost of capital components and examine capital structure theories for optimal financing decisions. 4. To equip learners with the skills to apply time value of money and DCF/non-DCF techniques for evaluating long-term investment projects. 5. To explain the concepts of working capital management, short-term financing, and dividend policies, and assess their impact on firm value. 	
6.	Course Outcomes (COs)	<p>On completion of the course, learners will be able to:</p> <p>CO1. Analyze the role of financial manager in business and evaluate financial decisions related to investment, financing, and dividends.</p> <p>CO2. Apply financial analytical techniques to assess the financial health and performance of a company.</p> <p>CO3. Calculate cost of capital and evaluate suitable capital structure strategies using theoretical models.</p> <p>CO4. Analyze and select investment proposals using capital budgeting methods and principles of capital rationing.</p> <p>CO5. Evaluate working capital requirements, operating cycles, cash/receivable/inventory policies, and interpret dividend theories for corporate valuation.</p>	
7.	Credit Value	03	
8.	Total Marks 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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






PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	<p>Introduction: Financial Concepts and Nature. Scope. Function and Objectives of Financial Management Understanding the concepts of Value Maximization and Profit Maximization. Basic Financial Decisions Investment. Financing and Dividend Decisions</p> <p>Financing Decisions: Short term sources of finance and their characteristics, Long Term sources of finance and then characteristics</p>	06
2.	<p>Financial Statement Analysis: Financial Statement Analysis of a Company, Common Size Statements, Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Leverage Analysis, Cost-Volume-Profit (CVP) Analysis.</p>	17
3.	<p>Cost of Capital and Capital Structure Decision: Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.</p>	07
4.	<p>Investment Decisions: Long term Investment Decisions: Capital Budgeting: Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing.</p>	09
5.	<p>Short term Investment Decisions: Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company. Operating & Cash Cycles, Risk-return trade off, working capital estimation, cash management, receivables management, inventory management.</p> <p>Dividend Decision: Dividend policies in practice and Determinants of Dividend. Theories for Relevance and irrelevance of dividend decision for corporate valuation- Walter's Model, Gordon's Model, MM Model of Irrelevancy of Dividend, Residual Theory of Dividend Cash and stock dividends</p>	06



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	 Suggested Readings: <ol style="list-style-type: none">1. Chandra Bose Fundamentals of Financial Management. PHI, Latest Edition2. Rustagi, R P. Financial Management. Golgotha Publishing Company Latest Edition3. Bhalla. V K. Financial Management & Policy. Anmol Publications. Delhi. Latest Edition
	 Textbooks: <ol style="list-style-type: none">1. I M. Pandey, Financial Management, Vikas Publication House, Latest Edition2. M Y Khan and P.K Jain, Financial Management, Delhi, TMH. Latest Edition.3. Brigham, Fundamentals of Financial Management, Cengage Learning. Latest Edition4. Kulkarni. Financial Management, Himalaya Publishing House, Latest Edition5. Sharan V Financial Management, Pearson Education; Second Edition. New Delhi. Latest Edition
	 Reference Books: <ol style="list-style-type: none">1. Prasanna Chandra, Financial Management, New Delhi, TMH, Latest Edition.2. Keown, Financial Management- Principles & application, Pearson Education, Latest Edition.3. Shapiro, Capital Budgeting & Investment Analysis, Pearson Education, Latest Edition.4. Reddy G. S., Advanced Financial Management, Himalaya Publishing House, Latest Edition.5. Shashi K. Gupta & R.K. Sharma, Financial Management- Theory and Practice, Kalyani Publishers, Latest Edition
	 Suggestive Digital Platform Web Links: <ol style="list-style-type: none">1. https://swayam.gov.in2. https://nptel.ac.in3. https://www.coursera.org
	 Suggested Equivalent Online Courses: <ol style="list-style-type: none">1. NPTEL (IIT Madras / IIT Kharagpur)2. IESE Business School (Coursera)3. Wharton, University of Pennsylvania (Coursera)



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 32 Section (B): 48 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction			
Programme: MBA (FT)		Class: Semester- II	Year: I
Subject: Business Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	FT – 205	
2.	Course Title	Marketing Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	6. To illustrate the marketing environment and understand its components. 7. To help students recognize different market segments and develop the ability to select and justify appropriate targeting and positioning strategies. 8. To equip students to identify product and pricing strategies effectively in real-world marketing scenarios. 9. To develop students' ability to distinguish between various distribution channel structures and marketing communication strategies. 10. To enable students to illustrate the strategic marketing responses for market leaders, challengers, followers, and niche players by assessing competitive forces and industry dynamics.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Analyze the marketing environment to determine their impact on marketing decisions. CO2. Evaluate different market segments and justify appropriate targeting and positioning strategies. CO3. Apply product and pricing strategies in real-world marketing scenarios. CO4. Differentiate between various distribution channel structures and marketing communication strategies. CO5. Design strategic marketing responses for market leaders, challengers, followers, and nichers by assessing competitive forces and industry dynamics.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-B: Content of the Course

Number of Lectures per Week: 04

Total Number of Lectures Required: 45

Unit	Topics	Number of Lectures Required
1.	Marketing Concepts: Concept, Nature, scope and importance of marketing. Marketing concept and Philosophies, building and delivering customer value and satisfaction, retaining customers: Value Chain: Scanning the Marketing Environment - macro and micro components and their impact, on marketing decision-. Marketing Mix Elements; Difference between marketing and Selling. Introduction to digital marketing, Emerging Trends in Marketing: Multi-Level Marketing, CRM, Green Marketing, Event Marketing, Rural Marketing, Global Marketing, Marketing for Non Profit Organizations.	9
2.	Market Segmentation-Targeting-Positioning and Consumer Behavior: Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy; Analyzing consumer markets & buyer behavior, factors affecting consumer behavior; types of buying decision behavior.	9
3.	Product Decision: Concept of product. Product Classification, product mix and product line decisions, Product Life Cycle Strategies, Product Diffusion Process, Equity, Repositioning, Branding, Packaging, and Introduction of Labeling. New Product Development Process. Pricing Decision: Concept of Pricing, Pricing Objectives. Factors affecting price determination, significance of pricing decisions, Pricing Methods and Strategies, Pricing policies and strategies; Discounts and rebates.	10
4.	Distribution Decisions: Functions and types of Distribution Channel, Design of Distribution Channel, channel management decisions, channel dynamics- VMS, HMS, MMS. whole selling retailing, e-tailing. Promotion Decisions: Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix - Advertising. Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing.	10
5.	Marketing Strategies for Leaders, Challenges, Followers and Nichers: Analyzing competitors-competitive forces, Identifying competitive strategies, industry concept of competition, devising the market strategies for market leaders, market challengers, market followers and market nichers.	7



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	<p>✚ Suggested Readings:</p> <ol style="list-style-type: none"> 1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Boston, Houghton Mifflin Co., Latest Edition. 2. Czinkota and Kotabe, Marketing Management, Cengage Learning, India, Latest Edition. 3. West, Ford, Ibrahim, Strategic Marketing, Oxford University, Latest Edition. 4. Evans, Marketing Management Cengage Learning, India, Latest Edition.
	<p>✚ Textbooks:</p> <ol style="list-style-type: none"> 1. V. S. Ramaswamy & S. Namakumari, Marketing Management: Indian Context – Global Perspective, SAGE Publications India 2. Rajan Saxena, Marketing Management, McGraw-Hill Education 3. Vijay Prakash Anand, Marketing Management: An Indian Perspective, Wiley India / Dreamtech Press [Wiley India] 4. Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publishing House
	<p>✚ Reference Books:</p> <ol style="list-style-type: none"> 1. Kotler. Keller, Koshy. Jha. Marketing Management A South Asian Perspective. Pearson, Latest Edition. 2. Kurtz. Principles of Marketing. Cengage Learning India. Latest Edition 3. S. Neelamegham, Marketing in India, Vikas publishing house, Latest Edition. 4. Biplo Bose, Marketing Management, Himalaya Publishing House, Latest Edition. 5. Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, Latest Edition. Winner Marketing Management, Latest Edition.
	<p>✚ Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none"> 1. ePG Pathshala – UGC Learning Materials (https://epgp.inflibnet.ac.in) 2. Case Study & Business Insight, Harvard Business Review (HBR) (https://hbr.org) 3. Research Papers, Emerald Insight (https://www.emerald.com)



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction			
Programme: MBA (FT)		Class: Semester- II	Year: I
Subject: Business Administration		Session: January- June 2026	
		Theory/ Practical: Theory	
1.	Course Code	FT – 206	
2.	Course Title	Human Resource Management	
3.	Course Type (Core Course/ DSE/ Minor/ MD-ID/ SEC/ VOC)	Core	
4.	Pre-Requisite (if any)	Not Required	
5.	Course Objectives	11. To introduce students, the key terms, concepts and contemporary practices within Human Resource Management in organizational settings. 12. To recognize and understand the Human Resource Management Acquisition processes in the contemporary business scenario. 13. To understand the need for training and development processes for designing effective training programs. 14. To understand and examine the determinants of performance management and compensation management for effective employee performance. 15. To differentiate between the human resource management practices in the national and international perspective.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM. CO2. Distinguish among the various methods for acquiring Human Resource in different organization sectors. CO3. Design effective training and development programs for effective organization performance. CO4. Appraise performance management and compensation management system in contemporary business environment to support human resource decision making. CO5. Compare national and international human resource management practices and their applicability.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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






PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	HRM Concept: Definition. Concept, Evolution. Relevance of HRM, Human Resource Functions. HRM in current Scenario. Human Resource Policies	8
2.	Human Resource Acquisition Process: Job Analysis- Job Specification. Job Analysis Methods, Human Resource Planning, Concept and Process of HRD, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment. E-recruitment, Selection, Stage in Selection Process, Placement and Induction.	10
3.	Human Resource Training and Development: Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes.	10
4.	Appraising and Improving Performance: Basic Concepts, Objectives and Process of Performance Appraisal Systems, Performance versus Potential Appraisal, Types of Appraisal Systems, New Trends in Performance Appraisal Systems, Planning and Career Planning. Maintenance of Human Resources: Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management.	12
5.	International HRM: HR in Comparative Perspective, Challenges faced by HR Global Managers: Cross National Variations in Acquisition, Recruitment, Performance Appraisal, Training & Development. Reward Structure, and Labour Management etc.	5



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

	Part – C: Learning Resources
	Textbooks, Reference Books, Other Resources
	<p> Suggested Readings:</p> <ol style="list-style-type: none"> 1. Human Resource Management by Gary 2. Human Resource Management by Robert L. Mathis and John H. Jackson 3. Human Resource Management by Raymond Noe, John Hollenbeck, Barry Gerhart, and Patrick Wright
	<p> Textbooks:</p> <ol style="list-style-type: none"> 1. Human Resource Management by C.B. Gupta 2. Human Resource Management by Shashi Gupta 3. Human Resource Management by L.M. Prasad 4. Human Resource Management by Decenzo & Robbins 5. Human Resource Management by Biswajeet Pattanayak
	<p> Reference Books:</p> <ol style="list-style-type: none"> 1. Competency-Based Human Resource Management 2. Human Resource Management in Practice with 300 Models, Techniques and Tools 3. Strategic Human Resource Development
	<p> Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none"> 1. https://www.sultanchandandsons.com/Author/105/1/Prasad-L-M- 2. https://www.phindia.com/Books/Author/OTc4OTM1NDQzOTk5NQ 3. https://www.phindia.com/Books/Author/OTc4ODEyMDM1MzY1Nw 4. https://www.phindia.com/Books/Author/OTc4ODEyMDM0NzA1Mg
	<p> Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none"> 1. Swayam Courses for Human Resource Management



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction		
Programme: MBA (FT)		Class: Semester- II
		Year: I
		Session: January- June 2026
Subject: Business Administration		Theory/ Practical: Theory
1.	Course Code	FT – 207
2.	Course Title	Business Ethics & Indian Ethos in Management
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 explain the nature, purpose, and relevance of ethical reflections in business and apply major ethical theories such as duty ethics and virtue ethics to critically examine contemporary business dilemmas.2. To analyze moral responsibility, accountability, and ethical implications of managerial decisions and evaluate corporate governance practices through case-based reasoning to promote moral corporate excellence.3. To apply Indian Knowledge System Principles Dharma, Guna and Sanskara theories and analyze their influence on ethical decision-making, leadership behavior, and organizational culture.4. To apply Karma Theory and Nishkama Karma Yoga for personal and interpersonal managerial effectiveness and design leadership and professional practices based on virtues from Indian philosophy.5. To evaluate the significance of Indian cultural values such as Pancha-Rina, Purusharthas, and workplace spirituality in business and formulate socially responsible and value-driven corporate strategies for sustainable success.



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. To analyze ethical dilemmas by applying ethical principles such as duty ethics, virtue ethics, and participatory ethics to evaluate conflicts between moral demands and business interests. CO2. To evaluate corporate decision-making and accountability in contemporary ethical issues by using theories of moral responsibility and utilitarian perspectives. CO3. To apply Indian ethos and behavioral frameworks like Dharma, Guna Theory, and Sanskara Theory to enhance ethical leadership and workplace culture. CO4. To create strategies for personal and managerial effectiveness using Karma Theory, Nishkama Karma Yoga, and virtue-based leadership principles. CO5. To evaluate the role of Indian cultural values- Purusharthas, Pancha-Rina, and workplace spirituality in promoting sustainable and socially responsible business practices.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-B: Content of the Course

Number of Lectures per Week: 04

Total Number of Lectures Required: 45




Unit	Topics	Number of Lectures Required
1.	The Nature and Purpose of Ethical Reflections Introduction, Definition of Ethics. Moral Behaviour. Characteristics of Moral Standards. Business Ethics Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality. Studies in Business Ethics. Role of Ethics in Business, Theory of Voluntary Mediation. Participatory Ethics, Duty ethics in the Business Environment. Theories of Virtue. Case Study: Trade in Human Organs.	7
2.	Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence. Case Study: Satyam is not really Satyam. Discussion on cases related to unethical Practices in Industry (For instance Nirav Modi, Vijay Mallaya, etc). Corporate Responsibility , Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.	8
3.	Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound, Sources of Indian Ethos in Management Vedas. Shastras, Smritis, Puranas, Upanishads, Ramayan, Mahabharat, Arthashastra, Ramcharitramanas, Panchatantra, Hitopadesh, Guru Granth Sahib, teachings of Buddha and Mahaveer. the Holy Bible, the Holy Quran etc. - examples and models from the above texts. Human Behaviour - Indian Thoughts, Guna Theory, Sanskara Theory. Case Study: The Whistleblower. Discussion on characters of Ramayana, Mahabharata Learnings and quotes of Gurunanak Dev, Buddha, Mahavir, Inspirational Stories from Indian Mythology.	14
4.	Karma Theory, Nishkama Karma Yoga and Professionalism, Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self-Management of Body, Thoughts and Emotions, Interpersonal and Group Effectiveness. Case Study: Jet Airways. Discussion on stories from Panchtantra, Hitopadesh. Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory, Models of Leadership and Motivation in Indian Thoughts. Examples from Scriptures.	8
5.	Cultural Heritage of India and its relevance for Modern Management Concept of 'Pancha - Rina' (five- fold debt) and Corporate Social Responsibility, Four-fold Life Goals (Purusharth Chatushtheya) and Business, Sanskara Values Vs Skills Supremacy of Values over Skills, Role Vs. Self, Work Place Spirituality. Case Study: East India Company, Discussions on Teachings from Bhagwad Geeta.	8



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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



Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p> Suggested Readings:</p> <ol style="list-style-type: none"> 1. Shashtri J.L., Ancient Indian Traditions and Mythology, Istedi, Motilal Banarsidas, NewDelhi, Latest Edition. 2. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi, Latest Edition. 3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., Latest Edition. 4. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, Latest Edition 5. Swami Someswarananda, Indian Wisdom for Management, Ahmedabad, AMA. Latest Edition. 6. Swami Rangnathananda, Universal Message of the Bhagvad Gita, Caicuna Advaita Ashrama. Latest Edition. 7. Panchtantra Kathaye, Stories from Hitopadesh
	<p> Textbooks:</p> <ol style="list-style-type: none"> 1. B. Nair, Prof. Raja K. C. R, and S. Balachandran, <i>Ethics, Indian Ethos and Management</i> 2. N. M. Khandelwal, <i>Indian Ethos and Values for Managers</i> 3. Nidhi Chandorkar and Tushar Agarwal <i>Indian Ethos in Management</i> by 4. A.C Fernando, Business Ethics: An Indian Perspective, Pearson, Latest Edition 5. Weiss, Business Ethics concept & cases, Cengage Learning, Latest Edition. 6. Velasquez, Business Ethics, Concepts & Cases, PHI, Latest Edition.
	<p> Reference Books:</p> <ol style="list-style-type: none"> 1. Murthy, Business Ethics, Himalaya Publishing House, Latest Edition 2. Al Gini, Case Studies in Business Ethics, Pearson Education. Latest Edition 3. Ronald D Francis, Mukti Mishra, Business Ethics: An Indian Perspective, The Tata McGraw Hill Companies, Latest Edition 4. Srimad Bhagwad Gita, Valmiki Ramayana, Teachings of Guru Nanak Devji.



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

	<p> Suggestive Digital Platform Web Links:</p> <p>Panchatantra, Hitopadesh & Indian Stories:</p> <ol style="list-style-type: none">1. Wisdom Library https://www.wisdomlib.org2. Panchatantra Online https://www.panchatantra.org3. Storyweaver – Indian moral stories https://storyweaver.org.in <p>Scriptures, Shastras & Indian Philosophical Texts</p> <ol style="list-style-type: none">1. Digital Library of India https://www.dli.gov.in2. Gita Press Official Digital Texts https://www.gitapress.org3. Sacred Texts Collection https://www.sacred-texts.com/hin/
	<p> Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. NPTEL – Leadership and Influence (IIT Roorkee) https://nptel.ac.in/courses/110107080 <i>(Leadership models, behavioural perspectives, moral responsibility)</i>2. edX – Developing Leaders (Rice University) https://www.edx.org/learn/leadership <i>(Modern theories aligned with service leadership and moral governance)</i>



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

PART-A: Introduction			
Programme: MBA (FT)		Class: Semester- II	Year: I
Session: January- June 2026			
Subject: Business Administration		Theory/ Practical: Theory	
1.	Course Code	FT - 208	
2.	Course Title	Business Research Methods	
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 fundamental concepts and need of research in organizational setting. 2. To review the literature for variables and design the research process. 3. To prepare data collection tool and draw sample from the population for research investigation. 4. To analyze the data through statistical tools. 5. To prepare the research report with arguments and recommendations suggested by results.	
6.	Course Outcomes (COs)	On completion of the course, learners will be able to: CO1. Formulate the research problem in organizational setting. CO2. Review the past studies, identify the variables and research design. CO3. Draw appropriate sample from target population. CO4. Apply statistical tests on collected data. CO5. Prepare the research report in prescribed format.	
7.	Credit Value	03	
8.	Total Marks: 100	Maximum Marks: 100	Minimum Passing Marks: 40



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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






PART-B: Content of the Course		
Number of Lectures per Week: 04		
Total Number of Lectures Required: 45		
Unit	Topics	Number of Lectures Required
1.	Introduction: Business Research, Meaning and methods of research, Research Process, Identification and formulation of Research Problem. Exercise: Framing of Objective	5
2.	Research Design: Variables and types of variables, Review of Literature and Its use. Research Design and Types of research designs, Need for Research Design., Features of a good research design and, Different research design- Exploratory, Descriptive. Experimental and Survey Research. Exercise: Prepare a Literature Review	15
3.	Sampling and Tool for Data Collection: Sample Size determination & Sampling Techniques, Sampling error and Standard error. Tools for Data Collections -- Interviews, Questionnaire and Observations. Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of Data. Exercise: Developing tools for data collection	11
4.	Data Analysis: Hypothesis, Types and formulation of Hypothesis, Hypothesis Testing, Parametric Tests (Small test- t test, large sample test- z test, F test, ANOVA) and Non Parametric Test (Chi Square). Exercise: Application of appropriate data analysis technique through SPSS statistical software	10
5.	Report Writing: Research Report Writing, Types of reports and Characteristics of a research report. Exercise: Referencing of the project report as per the VI Ed. of APA Standards.	4



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part – C: Learning Resources	
Textbooks, Reference Books, Other Resources	
	<p> Suggested Readings:</p> <ol style="list-style-type: none">1. Cooper Schindler Marketing Research. Concept & Cases. Latest Edition2. Aakar Kumar. Day Marketing Research Latest Edition3. Donald Cooper & Pamela Schindler Business Research Methods. TMGH Latent Edition4. Alan Bryman & Emma Bell, Business Research Methods Oxford University Press Latest Edition.
	<p> Textbooks:</p> <ol style="list-style-type: none">1. William G. Zikund, Business Research Methods. Cenage earning India, Latest Edition2. Uma Sekaran, Research Methods for Business- A Skill Building Approach. Wiley Student Edition, Latest Edition.3. C R Kothari and Gaurav Garg, Research Methodology Methods and Techniques. New Age International Publishers, Latest Edition4. Bharat Jhunjhunwala, Business Statistics a Self-Study\ Textbook, S Chand & Company Ltd, Latest Edition
	<p> Reference Books:</p> <ol style="list-style-type: none">1. Research Methods for Business: A Skill Building Approach by Uma Sekaran, Roger Bougie
	<p> Suggestive Digital Platform Web Links:</p> <ol style="list-style-type: none">1. https://www.euacademic.org/BookUpload/9.pdf2. https://www.drnishikantjha.com/papersCollection/Research%20Methodology%20.pdf3. https://books.google.co.in/books?id=Ko6bCgAAQBAJ&printsec=copyright&redir_esc=y#v=onepage&q&f=false
	<p> Suggested Equivalent Online Courses:</p> <ol style="list-style-type: none">1. https://www.coursera.org/learn/research-methods



SHRI VAISHNAV INSTITUTE OF MANAGEMENT & SCIENCE, INDORE

(Autonomous)

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

Part D: Assessment and Evaluation		
Internal Assessment: Continuous Comprehensive Evaluation (CCE)		Total Marks: 20
External Assessment Time: 3 Hours	Section (A): 60 Section (B): 20 Section (C): NA	Total Marks: 80
Total Marks	(Internal Assessment + External Assessment) (20 + 80) = 100	
Minimum Passing Marks	40	