



# St. Paul Institute of Professional Studies, Indore

An Autonomous Institute Affiliated to Devi Ahilya Vishwavidhyalaya, Indore

Accredited by NAAC with 'A' Grade

Phone No. 0731-2499911, 49661355, 4961356

E-mail: [info@spipsindore.ac.in](mailto:info@spipsindore.ac.in), Website: [www.spipsindore.com](http://www.spipsindore.com)



## MBA Full Time

### MBA – First Semester

MBA -101	PRINCIPLES AND PRACTICE OF MANAGEMENT
MBA -102	QUANTITATIVE TECHNIQUES
MBA -103	ACCOUNTING FOR MANAGERS
MBA -104	IT AND E-BUSINESS FUNDAMENTALS
MBA -105	BUSINESS ENVIRONMENT
MBA -106	ORGANIZATION BEHAVIOUR
MBA -107	BUSINESS COMMUNICATION
MBA -108	MANAGERIAL ECONOMICS



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## MBA (Full Time) 2 Years Programme First Year

### MBA (Full Time) – First Semester

S. No.	Subject Code	Subject Name	Credit Hours	Cumulative Credit Scores	Total Marks	Min. Passing Percentage
1.	MBA -101	Principles and Practice of Management	3	3	100	40
2.	MBA -102	Quantitative Techniques	3	6	100	40
3.	MBA -103	Accounting For Managers	3	9	100	40
4.	MBA -104	IT and E-business Fundamentals	3	12	100	40
5.	MBA -105	Business Environment	3	15	100	40
6.	MBA -106	Organization Behaviour	3	18	100	40
7.	MBA -107	Business Communication	3	21	100	40
8.	MBA -108	Managerial Economics	3	24	100	40
		<b>Total Credits for MBA 1 Sem.</b>		24		

### MBA (Full Time) – Second Semester

S. No.	Subject Code	Subject Name	Credit Hours	Cumulative Credit Scores	Total Marks	Min. Passing Percentage
1.	MBA -201	Operation Research	3	3	100	40
2.	MBA -202	Operation Management	3	6	100	40
3.	MBA -203	Entrepreneurship	3	9	100	40
4.	MBA -204	Financial Management	3	12	100	40
5.	MBA -205	Marketing Management	3	15	100	40
6.	MBA -206	Human Resource Management	3	18	100	40
7.	MBA -207	Business Ethics and Indian Ethos in Management	3	21	100	40
8.	MBA -208	Business Research Methods	3	24	100	40
		<b>Total Credits for MBA 1 and II Sem.</b>		24		

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## MBA Full Time Syllabus

### MBA -101 PRINCIPLES AND PRACTICE OF MANAGEMENT

#### COURSE OBJECTIVE

The course is aimed at delivering an insight in to the field of management. The course aims at explaining various concepts of management and contemporary management practices. highlighting the functions and responsibilities of the manager, making the students aware about professional challenges faced by the managers and acquainting the students with the tools and techniques that are used for handling the challenges of managerial jobs along with an understanding of the work environment.

#### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examination. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

#### COURSE OUTCOMES

After studying the course, the students would be able to gain:

CO 1. Understanding of various management concepts functions and practices.

CO 2. Understanding of the role of managers

CO 3. Learn about integrating management practices in work environment.

CO 4. Enhance their decision-making through the use of analytical skills of management.

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## COURSE CONTENTS

### UNIT 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

### UNIT II

**Planning and Concept of Objectives:** Nature and Purpose of Planning. The Planning Process. Principles of Planning. Types of Planning, Advantages and Limitations of Planning Objectives (Nature and Types), MBO (Process, benefits and limitations)

### UNIT III

**Strategies and Policies:** 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.

### UNIT IV

**Organizing:** Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

### UNIT V

**Directing and Staffing:** Concept, Importance and Elements of Directing, Direction Process. Principles of effective direction, Leadership. Staffing concept, importance and steps, knowledge worker.

### UNIT VI

**Controlling:** Concept and Process of Control, Control Techniques, Human Aspects of Control. Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

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## UNIT VII

**Contemporary Management Issues and its Challenges:** Cross cultural issues in management- Diversity and the new work force, Organization ethics and social responsibility. New ways of managing the work force-Neuro managing. Globalization and its complexity, Service economy. Management communication and technology, Knowledge management and knowledge economy.

### TEXT READINGS

1. Essentials of Management -Horold Koontz, O'Donnell and Heinz Wehrich, New Delhi, Tata McGraw Hill, Latest Edition.
2. Organization and Management R.D. Agrawal., New Delhi, Tata McGraw Hill, Latest Edition.
3. Principles and Practices of Management - Dr. T.N. Chhabra Delhi Dhanpat Rai & Co. Latest Edition.

### SUGGESTED READINGS

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

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## MBA -102 QUANTITATIVE TECHNIQUES

### COURSE OBJECTIVES

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examination. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part I Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well as numerical and/or cases/ practical problem(s). All questions will carry equal marks.

### COURSE OUTCOMES

After completion of the course the students should be able

CO 1 To prepare students for lifelong learning and successful careers using their mathematical and statistical skills.

CO 2. To develop decision making skills pertinent to the practice of mathematics and statistic including the students' abilities to formulate problems, to think creatively, and to synthesize information.

CO 3.To train students thoroughly in methods of analysis and algebra, including the computational skills appropriate for mathematicians to use when solving problems CO4. To teach students to use current mathematical and statistical concepts and data analysis techniques for problem solving

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## COURSE CONTENTS

### PART I BUSINESS MATHEMATICS

#### UNIT I

**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 Functions

#### UNIT II

**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.

#### UNIT III

**Integration Concepts:** Elementary integration for algebraic functions, Simple definite integrals for algebraic functions, Economic Application, Consumer Surplus and Producer Surplus.

#### UNIT IV

**Matrices and Determinants with Business Application:** Matrices, Types of matrices. operations on matrices, Adjoint of matrix, Inverse of a matrix, Elementary row operations. Solution of simultaneous linear equations, Input / Output analysis.

### PART II- BUSINESS STATISTICS

#### 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. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

#### UNIT V

**Probability and Probability Distributions:** Introduction Definition of probability. Introduction to Probability Distributions Discrete probability distributions - Continuous probability distributions (Binomial Distribution, Poisson Distribution, Normal Distribution).

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## UNIT VI

**Correlation Analysis:** Introduction, Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient, Probable Error, Spearman's Rank Correlation Coefficient.

## UNIT VII

**Regression Analysis:** Concept, Least Square Method for Linear and Non-Linear Equations. Solving two lines of Regression and properties of Regression coefficients

## UNIT VIII

**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

## UNIT IX

**Statistical Decision Theory:** Decision making process. Decisions under Uncertainty and Decisions under Risk.

## TEXT READINGS

1. 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 Alka Goel, "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.

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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.

## SUGGESTED READINGS

1. J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd., Latest Edition.

2. R. Jayprakash Reddy and Y. Mallikaryna 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.

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## MBA -103 ACCOUNTING FOR MANAGERS

### COURSE OBJECTIVES

The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal 80 end semester examination. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will consist of four theory questions out of which students will be required to attempt any two questions Section B, worth 60 marks will have six numerical/practical problems out of which a student will be required to attempt any four questions.

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

### COURSE OUTCOMES

After the completion of the course the students should be able to

CO I. Get acquainted with the basic concept of Finance, Cost, and Management Accounting.

CO 2 Prepare financial statements in accordance with Generally Accepted Accounting Principles.

CO 3. Develop critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.

CO 4. Demonstrate the ability to communicate accounting data effectively, as well as the ability to provide knowledgeable recommendations.

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## COURSE CONTENTS

### Part I: Financial Accounting

#### UNIT I

Basic Accounting Concepts and Fundamental Conventions. Accounting Standards --ND, AS and IFRS.

#### UNIT II

Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Implications of GST.

#### UNIT III

Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.

#### UNIT IV

Preparation of Final Accounts with Adjustments.

### Part II: Cost Accounting

#### UNIT V

Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs, Cost Control and Cost Reduction.

#### UNIT VI

Managerial Uses of Unit Costing, Contract Costing, Process Costing.

### Part III: Management Accounting

#### UNIT VII

Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.

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## UNIT VIII

Standard Costing and Variance Analysis, Budgeting and Budgetary Control Fixed, Flexible and Cash Budget.

## UNIT IX

Introduction to Corporate Accounting - Issue of Shares and Debentures.

### TEXT READINGS

1. P. C. Tulsian, Financial Accounting. Pearson. Latest Edition.
2. S.N. Maheshwari. Introduction to Accountancy. New Delhi, Vikas Publishing House. Latest Edition.
3. Hansen. Management Accounting. Cengage Learning India, Latest Edition
4. M Y Khan, P K Jain, Management Accounting-Text, Problems & Cases. Mc Graw Hills. Latest Edition.
5. N. Ramchandran and Ramkumar Kakani. Financial Accounting for Management. Delhi, Tata-Mac Graw-Hill, Latest Edition.
6. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, Latest Edition.
7. Anthony Robert N., Hawkins David F., Merchant Kenneth N., Accounting Text and Cases, Tata McGraw Hill Publication, New Delhi, Latest Edition.
8. O. S. Gupta and Pankaj Kothari, Accounting for Managers, New Delhi, Frank Bros. & Co.. Reprint, Latest Edition.
9. Banerjee, Financial Accounting, PHI, Latest Edition.
10. M. N. Arora, Cost Accounting: Principle & Practices, Vikas Publishing House, Latest Edition.
11. Dr. S. P. Gupta, Management Accounting, Sahitya Bhawan Publication, Latest Edition.

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## SUGGESTED READINGS

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

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## MBA -104 IT & E-BUSINESS FUNDAMENTALS

### COURSE OBJECTIVES

The objective of this course is to help the student acquire the basic knowledge of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examination. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have 30 marks for External viva-voce, 50 marks for written examination that will have theory and practical problems. 7 to 8 questions will be asked out of which students will be required to attempt any 5 questions.

### COURSE OUTCOMES

After the completion of the course the students should be able

CO 1. To understand basics of Information Technology and E-Business fundamentals.

CO 2. To gain knowledge of Computer fundamentals and applications of MS-Office in business.

CO 3. To have awareness of E-business, Cyber security threats & other related issues.

CO 4. To Learn optimum uses of e-resources like websites, search engines, shopping sites, etc.

### COURSE CONTENTS

#### UNIT 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

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## UNIT II

**Application Software (MS-Office)** 1 MS Word: word basics. Formatting text and documents. introduction to mail merge & macros.

2. MS Excel: Excel basics, rearranging worksheets, working with graphics. using worksheet as databases, automating "what-if" projects.

3. MS PowerPoint: PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard.

## UNIT III

**E-Business: Fundamentals**, E-Business framework, E-Business application, Technology Infrastructure for E-Business. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

## UNIT IV

**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

## UNIT V

**Security Environment**: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.

## UNIT VI

**Inter-organization Business**: EDI application in business, EDI: legal, security. standardization and EDI, EDI software implementation, VANS (value added network) Internet based EDI

## UNIT VII

**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

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## TEXT READINGS

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint, New Delhi, Latest Edition.
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint. New Delhi, Latest Edition.
3. Rayudu C. S. e-Business, Himalaya Publishing House, Latest Edition.
4. Daniel Amor, "The E-Business (R) Evolution", PHI Learning. New Delhi, Latest Edition.
5. Hanson, E-Commerce & Web Marketing. Cengage Learning, India, Latest Edition
6. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi. Latest Edition.
7. Joseph. E-commerce. Indian Perspective, PHI. Latest Edition.
8. Murthy C. S. V. e-Commerce. .Himalaya Publishing House, Latest Edition
9. Sinha and Sinha. Computer Fundamentals. BPB Publications. Latest Edition.
10. R.K Taxali PC Software for windows Made Simple. Tata McGraw Hills. New Delhi. Latest Edition.
11. Sumitabha Das. Unix concepts and applications, Tata McGraw Hills, New Delhi. Latest Edition

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## MBA -105 BUSINESS ENVIRONMENT

### COURSE OBJECTIVES

The course is aimed at delivering an insight into the field of business and environment surrounding it through the following objectives:

- To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business.
- To acquaint the students with the emerging issues in business at National and International Level in the light of new economic policies.
- In today's dynamic world it is mandatory to have primary knowledge of the immediate environment in which business is conducted.
- With the dawn of liberalization, privatization and globalization it has become very important to get an insight in the work paradigms and international trade bodies which are updated time to time.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examination. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical)

Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

### COURSE OUTCOMES

After studying Business Environment Course, the students would be able to:

- CO 1. Enable the understanding of business and environment as one and separate entities.
- CO 2. Learn about different theories. approach style, modes of entry, various government initiatives and International bodies for Practical implication in the Indian context.
- CO 3 In depth knowledge of economic policies, and changes made to them and reforms since independence
- CO 4. Integrate business environment principles and strategies into business practices (domestic and international) for growth and sustainability of economic environment

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## COURSE CONTENTS

### UNIT I

**Business Environment:** Concept, Significance and Nature of Business Environment; Elements of Environment -Internal and External, Type of Environment (Economic, Socio- Cultural, Political, Legal & Technological), Changing Dimensions of Business Environment. Problems and Challenges of Indian Business Environment

### UNIT II

**Economic Planning & Development:** Economic Environment: Nature of Economy, Structure of the Economy, Economic Conditions, Problems & Challenges of Indian Economy and Suggestions NITI (National Institution for Transforming India) Aayog- Objectives and Strategy. Rural Development Efforts, NGO Sector in India, Current Economic trends in India

### UNIT III

**Indian Financial System:** Monetary and Fiscal Policy, Economic Planning with reference to last 3 Plans, Industrial Policy, Foreign Trade Policy, RBI, SEBI, Banks Reform. Inflation. Relevant Case Study.

### UNIT IV

**India & The World:** Liberalization, Privatization, Disinvestment & Globalization-Concept & Impact on India, India's Export and Import, EXIM Policy, Foreign Direct Investment in India -its impact on Indian economy.

### UNIT V

**International Trade:** Balance of Payment-Concept, Disequilibrium in BOP, Methods of Corrections, Trade Barriers and Trade Strategy. Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

### UNIT VI

**Strategies for going Global:** International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India, Impact of WTO and Indian Business.

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## MBA-106 ORGANIZATION BEHAVIOUR

### COURSE OBJECTIVES

The Objective of this course is to help students to understand human behaviour in organizations so that they improve their managerial effectiveness.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examinations. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks. The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical)  
Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

### COURSE OUTCOMES

After the completion of the course the students should be able to:

CO 1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of OB.

CO 2. Demonstrate competence in development and problem solving in the area of management.

CO 3. Analyze the key issues related to administrating the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others.

CO 4. Know the meaning of terminology and tools used in managing employees effectively

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## COURSE CONTENTS

### UNIT I

**Foundations of Individual Behaviour:** The organization and the individual: Personality: Determinants and Attributes. Attitudes, Learning and Learning Theories. Perception OB models

### UNIT 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 Behaviour Modification

### UNIT III

**Foundations of Group Behaviour 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

### UNIT IV

**Emotional Intelligence and Leadership:** Nature and Significance of leadership. leadership in different cultures, leadership theories and Styles: Trait theories, Behavioural theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, Recent Development in Leadership Theory.

**Emotional Intelligence:** Framework of Emotional Intelligence, EI implications for an individual and managerial effectiveness.

### UNIT V

**Organizational Culture and Organizational Change:** Concept, Relationship of Culture with organizational behaviour, Levels of organizational culture, Analyzing, managing and changing

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organizational culture, Implications for managers at national and global level. Forces for Change. Resistance to Change. Approaches to managing organizational change.

## UNIT VI

**Time Management and Stress Management:** Stress, Work Stress and its Management, Concept of Time Management, Barriers to Effective Time Management, Tools and Techniques for Effective Time Management.

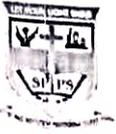
## TEXT READINGS

1. Stephen P. Robbins, Timothy A Judge. Seema Sanghi "Organizational Behaviour". Pearson Education, Latest Edition.
2. Nelson, Organisational Behaviour. Cengage Learning, India. Latest Edition.
3. R. S. Dwivedi, "Human Relations and Organizational Behaviour. A Global Perspective". Macmillan Latest Edition.
4. Jerald Greenberg and Robert A. Baron. Behaviour in Organisations, PHI Learning. Latest Edition.
5. Hitt, Millar, Colella, Organizational Behaviour A Strategic Approach, Wiley India, Latest Edition.

## SUGGESTED READINGS

1. Fred Luthans, "Organizational Behaviour", New York, McGraw Hill, Latest Edition.
2. Udaipareek, Understanding Organizational Behavior, Oxford Higher Education, Latest Edition.
3. John W. Newstrom and Keith Davis, "Organizational Behaviour: Human Behaviour at Work" New Delhi, Tata McGraw Hill, Latest Edition.
4. Jai BP Sinha, Culture and Organizational Behaviour, Sage Publication, Latest Edition.
5. Kavita Singh Organizational Behaviour Text and Cases, New Delhi, Pearson Education, Latest Edition.
6. M.N. Mishra, Organizational Behaviour, Vikas Publishing House, Reprint, Latest Edition

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## MBA -107 C BUSINESS COMMUNICATION

### COURSE OBJECTIVES

The objective of the course is:

1. To create awareness and sensitize management students towards the significance of effective communication skills and its role in business.
2. To acquire the basics of Business Communication.
3. To hone up different skills of effective communication viz. listening, speaking, reading and writing of management students.
4. To sensitize the students towards the imperative need for developing interpersonal and group communication and enable them to overcome to certain extent the challenges in effective communication with different stakeholders
5. To evaluate their skills on a comprehensive parameters of listening, speaking and writing

### EXAMINATION SCHEME

Student shall be evaluated on two components. 20 internal and 80 end semester examinations. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks. The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical) Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.

### COURSE OUTCOMES

After the completion of the course the students should be able:

CO 1. To effectively communicate at both interpersonal and at organizational levels, with all the stakeholders of the organization.

CO 2. To converse effectively in the basic formats. and styles of business writing so that he she will be thoroughly prepared to take part in real-world business situations

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CO 3. To respond appropriately in a confident and concise style (oral and written) in a given situation.

CO 4. To identify and apply effective usage of the requisite skill in a given business set-up.

## COURSE CONTENTS

### UNIT 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

### UNIT II

**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

### UNIT III

**Factors affecting Communication:** Barriers to Effective Communication and ways to overcome them; Listening: 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)

### UNIT 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.



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## UNIT 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)

## UNIT VI

**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 relevant to the discipline (Assignment based)

## UNIT VII

**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)

## TEXT READINGS

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.

*[Handwritten signatures and initials in blue ink, including 'N', 'Debra', 'R', 'Sun', 'N', 'Shake', 'AS', 'Rohini', and 'Nagalli']*







## COURSE CONTENTS

### UNIT I

**Introduction:** Definition of Economics, Micro and Macro economic theories, Relationship between Micro and Macroeconomics, Managerial and Business economics, Scope of managerial economics and its relationship with Statistics, Mathematics, Accounting and Operation Research, Optimization techniques: Concepts and techniques

### UNIT 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.

### UNIT III

**Production and Costs:** 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.

### UNIT IV

**Theory of Firm and Market Structures:** Modern Theories of Profit, Profit Maximization, Sales Maximization, Organizational Slack, Ownership and Control, Perfect Competition, Monopoly, Oligopoly, Imperfect Competition.

### UNIT V

**Macroeconomics for Management:** Determinants of GNP/GDP, Consumption Saving and Investment, Inflation, Trade Cycles, Monetary Policy, Fiscal Policy.

### UNIT VI

**New Economic Policy-1991:** Liberalization, Privatization, Globalization, Impact on business and impact of global shocks (general discussion on Global Financial Crisis and demonetization).

### TEXT READINGS

1. D.N. Dwivedi, "Management Economics", Vikas Publications, Latest Edition.
2. Adhikari M., "Managerial Economics", N.D. Khalsa Pub, New Delhi, Latest Edition.

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## MBA -201 OPERATIONS RESEARCH

### COURSE OBJECTIVES

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and applications rather than deviations.

### EXAMINATION SCHEME

The Student shall be evaluated on two components: 20 internal and 80 end semester examination. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation . Best two out of 3 evaluations will be considered as internal marks The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will consist of four theory questions out of which students will be required to attempt any two questions. Section B, worth 60 marks will have six numerical/practical problems out of which a student will be required to attempt any four questions.

### COURSE OUTCOMES

After the completion of the course the students should be able -

CO 1 To gain an understanding and appreciation of the principles and applications to the planning, design, and operations of manufacturing/service firms

CO 2 To understand the interdependence of the operations function with the other key functional areas of a firm.

CO 3 To apply analytical skills and problem solving tools to the analysis of the operations problems.

CO 4 To increase the knowledge and broaden the perspective of the world in which you will contribute your talents and leadership in business operations.

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## COURSE CONTENTS

### UNIT I

**Introduction to Operations Research:** Meaning, Scope of Operations Research in Management, Advantages and Limitations of Operations Research, OR Models

### UNIT II

**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, Advantages and limitations of LPP.

### UNIT III

**Transportation Model:** Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

### UNIT IV

**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

### UNIT V

**Waiting Line Models:** Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of MIMIC (Infinite Population).

### UNIT VI

**Replacement Models:** Introduction Scope in Management, Single Equipment replacement Models and Group Replacement

### UNIT VII

**Game Theory :** Introduction to Games, Maximin and Minimax Principles. Pure and Mixed Strategies, Solution of Games Using Algebraic and Graphical Methods

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## UNIT VIII

**Simulation:** Introduction to simulation, Monte Carlo Technique and its Applications

## UNIT IX

**Markov Chain Analysis:** Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

### TEXT READINGS

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 Applications in Management Decisions, PHI Learning, Latest Edition
5. Chawla, Operations Research, Kalyani Publications, Ludhiana, Latest Edition
6. Sharma Anand, Operation Research, Himalaya Publishing House, Latest Edition
7. J K Sharma, Operations Research-Theory & Applications. Macmillan India Ltd., Latest Edition
8. Kalawati, Operations Research, Vikas Publications, Latest Edition

### SUGGESTED READINGS

1. Winston, Operation Research Application and Algorithm, Latest Edition, Cengage Learning.
2. Krajewski, Ritzmen, Malhotra, Operations management: Process & value, Latest Edition, Pearson.
3. V. K. Kapoor, Problems and Solutions in Operations Research, Latest Edition, New Delhi, Sultan Chand and Sons.
4. F. Hillier, Introduction to Operation Research, Latest Edition, TMH
5. Bobby Srinivasan and C.L. Sandblom, Quantitative Analysis for Business Decisions, Latest Edition, McGraw Hill Publication

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## MBA -202 OPERATIONS MANAGEMENT

### COURSE OBJECTIVES

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal 80 end semester examination. There will be 20 marks for internal evaluation; three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have two sections A and B. Section A worth 32 marks will have 4 theory questions out of which students will be required to attempt any two questions Section B carrying 48 marks will contain five numerical/practical problems out of which a student will be required to attempt any three questions

### COURSE OUTCOMES

After the completion of the course the students should be able

COL To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms

CO2. Understand the interdependence of the operations function with the other key functional areas of a firm

C03 Apply analytical skills and problem-solving tools to the analysis of the operations problems

C04. Increase the knowledge, and broaden the perspective of the world in which contribute your talents and leadership in business operations.

### COURSE CONTENTS

#### UNIT I

Introduction to Production and Operations Management: Nature of Production/Management, Production function and its Environment, Functions of Production/Operations Manager, Productivity- Definition, Types of Productivity, Factors



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affecting Productivity, Methods for improving Productivity, Standardized Service Strategy. Assemble To Order, Customized Service Strategy

## UNIT II

**Facilities Planning:** Product Selection and Design, Service Design, Process and Technology Selection, 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)

## UNIT III

**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

## UNIT IV

**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.

## UNIT V

**Production Planning and Control:** Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning

## UNIT VI

**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)

## UNIT VII

**Quality Management:** Evolution of Quality Concept. TQM, Quality Gurus (Juran, Crosby, Deming), KAIZEN, Statistical Process Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications. Quality Circles, Six-Sigma

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## TEXT READINGS

1. Evans. Operations Management Concepts Techniques and Applications, Cengage Learning, Latest Edition.
2. B. Mahadevan Operations Management Theory and Practice, Pearson Education, New Delhi, Latest Edition
3. Joseph G Monks, Operations Management, McGraw Hill Publication, New York Latest Edition
4. Ashwathappa. Production and Operations Management, Himalaya Publishing House, Latest Edition
5. S.N. Chary, Theory and Problems in Production and Operations Management, TMH Publication, Latest Edition
6. A.K. Chitale and R.C. Gupta, Materials Management, PHI Learning, Latest Edition

## SUGGESTED READINGS

1. Norman Gaither, Operations Management, Cengage Learning, India, Latest Edition
2. Slack, Operations Strategy, Pearson Education, Latest Edition,
3. R Paneerselvam, Production and Operations Management, Pill Learning, Latest Edition.
4. Lee J. Krajewski and Larry P. Ritzman, Operations Management, Pearson Education; Latest Edition, New Delhi

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## MBA -203 : ENTREPRENEURSHIP

### COURSE OBJECTIVES

The objective of this course is to exhibit knowledge of fundamentals of entrepreneurship, application of tools & techniques to setup an entrepreneurial venture.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examinations. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have two sections A and B Section A worth 60 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical)

**Note: Relevant Case Studies (at least two cases per unit), will be discussed compulsorily**

### COURSE OUTCOMES

After completion of the course the students should be able to

CO 1 Understanding the basics of Entrepreneurship and real life issues therein

CO2. Apply Theoretical concepts into practice while facing business problems.

C03 Contribute in Developing Reasoning and Analytical ability to foster Decision Making

C04 Nurture Entrepreneur Skills and Leadership abilities

### COURSE CONTENTS

#### UNIT I

**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 and Challenges

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## UNIT II

**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 ventures.

## UNIT III

**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

## UNIT IV

**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.

## UNIT V

**Institutional support to Entrepreneurship:** EDP Movement in India, Institutional Support System, Centre for Entrepreneurship Development (CED), National Institute for Entrepreneurship and Small Business Development (NIESBUD), Institutes for Entrepreneurship Development (IED), 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 Training Programs, Technology Transfer Programs.

## UNIT VI

**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

## UNIT VII

**Risk Management & Regulatory Global Concerns:** Risk Avenues for entrepreneurs & Strategies for Risk Management, Discuss Different types of regulations that apply to businesses.

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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.

## TEXT READINGS

1. Charanthimath, Entrepreneurship Development and Small Business Enterprise. Pearson Education, Latest Edition
2. Kuratko and Hodgetts, Entrepreneurship in the New Millennium, Cengage Learning, Latest Edition
3. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, Latest edition
4. David H Holt, Entrepreneurship-New Venture Creation, PHI, Latest Edition
5. Rajeev Roy, Entrepreneurship, Oxford University Press, Latest Edition

## SUGGESTED READINGS

1. Greene, Entrepreneurship, Cengage Learning, Latest Edition
2. B. K. Mohanty, Fundamentals of Entrepreneurship, PHI, Latest Edition
3. Barringer, Entrepreneurship, PHI Learning, Latest Edition
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Latest Edition
5. Vasant Desai, Dynamics of Entrepreneurship – Development and management, Himalaya Publishing House, Latest Edition
6. Coulter, Entrepreneurship in Action, PHI Learning, Latest edition
7. Alpana Trehan, Entrepreneurship, Wiley India Pvt. Ltd., Latest Edition
8. Eric Ries, The Lean Startup, Latest Edition
9. Business Model Generation, A Handbook for Visionaries, Game Changers and Challengers by Alexander Osterwalder and Yves Pigneur, Latest Edition

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## MBA -204 : FINANCIAL MANAGEMENT

### COURSE OBJECTIVES

The objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examinations.

There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/ presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

There will be two sections Section A, theoretical, is worth 32 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical and case(s) having 5 questions and will be worth 48 marks and student will be required to attempt 3 questions

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the student should be able

CO 1. To Understand the Financial Management, sources of finance and describe basic financial decisions

CO 2. To analyze the financial statements by using various financial tools and application of FFS and CFS

CO 3. To describe, Leverage, Budgeting, Cost of capital, Capital structure theories and analysis of the same by applying various techniques

CO 4. To analyze the investment decisions by using various financial tools and understanding of working capital and dividend decision

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## COURSE CONTENTS

### UNIT I

**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 decisions, 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.

### UNIT II

**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.

### UNIT III

**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 Label, New Product Development Process

### UNIT IV

**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

### UNIT V

**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 .

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## UNIT VI

**Promotion Decisions:** Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix –Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations, Direct Marketing

## UNIT VII

**Marketing Strategies for Leaders, challengers, Followers and Niche:** Analyzing competitors – competitive forces, Identifying competitive strategies, industry concept of competition, devising the market strategies for market leaders, market challengers, market followers and market niche

## TEXT READINGS

1. Kotler, Keller, Koshy & Jha, Marketing Management – An Asian Perspective, Pearson, Latest Edition
2. Kurtz, Principles of Marketing, Cengage Learning, India, Latest Edition
3. S. Neelamegham, Marketing in India, Vikas Publications, Latest Edition
4. Biplo Bose, Marketing Management, Himalaya Publishing House, Latest Edition
5. Paul Baines, Chris Fili, Kelly Page, Marketing, Oxford University Press, Latest Edition
6. Winner, Marketing Management, Latest Edition

## SUGGESTED READINGS

1. William L Pride & O C Ferrel, Marketing Concepts and Strategies, Boston, Houghton Mifflin Co., Latest Edition
2. Czinkota & Kotabe, Marketing Management, Cengage Learning, India
3. West, Ford, Ibrahim, Strategic Marketing, Oxford University Press
4. Evans, Marketing Management, Cengage Learning India, Latest Edition

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## MBA -206 HUMAN RESOURCE MANAGEMENT

### COURSE OBJECTIVES

The objective of this course is to provide students develop an understanding of the dimensions of management of human resources, with particular reference to HRM policies and practices

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examinations. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/presentation/quiz/ class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have two sections A and B Section A worth 60 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical)

**Note: Relevant Case Studies (at least two cases per unit), will be discussed compulsorily**

### COURSE OUTCOMES

After completion of the course the student should be able to

CO1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of HRM

CO 2. Demonstrate competence in development and problem solving in the area of HR management

CO3. Analyze the key issues related to administrating the human elements such as Acquisition, Compensation, Appraisal, Career Planning, Training and Global Challenge

CO4. Describe the meaning of terminology and tools used in managing employees effectively

### COURSE CONTENTS

#### UNIT I

HRM Concept: Definition, Concept, Evolution, Relevance of HRM, Human Resource Functions, HRM in Current Scenario, Human Resource Policies

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## UNIT II

**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, Stages in Selection Process, Placement and Induction.

## UNIT III

**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 Programs.

## UNIT IV

**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.

## UNIT V

**Maintenance of Human Resources:** Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management.

## UNIT VI

**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.

## TEXT READINGS

1. Bohlander, Human Resource Management, Cengage Learning, India, Latest Edition
2. Dessler, Verckey, Human Resource Management, Pearson Education, Latest Edition.
3. Monir H Tsyeh, International Human Resource Management, Oxford University Press, Latest Edition
4. Mest Frllition and Patnaik, Human Resource Management. PHI, Latest Edition
5. Subba Rao, International Human Resource Management, Himalaya Publishing House, Latest Edition

  
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## SUGGESTED READINGS

1. Tony Edwards Chrisrees, International Human Resource Management Pearson Education, Latest Edition
2. K. Ashawattthapa, International Human Resource Management, TMH, Latest Edition.
3. Jeffery Mello, Human Resource Management, Cengage Learning, India, Latest Edition
4. Subba Rao, Essentials of HRM and Industrial Relations, Himalaya Publishing House, Latest Edition
5. Methis & Jackson, Human Resource Management, Cengage Learning, Latest Edition
6. Dowling, International Human Resource Management, Cengage Learning, Latest Edition

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## FT -207 BUSINESS ETHICS & INDIAN ETHOS IN MANAGEMENT

### COURSE OBJECTIVES

The objective of this course is to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making

### EXAMINATION SCHEME

Student shall be evaluated on two components: 20 internal and 80 end semester examinations. There will be 20 marks for internal evaluation, three internal evaluations will be conducted out of which two will be written test and third will be assignment/presentation/quiz/class participation. Best two out of 3 evaluations will be considered as internal marks.

The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have six theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases (or cases/practical)

**Note: Relevant Case Studies (at least two cases per unit) will be discussed compulsorily.**

### COURSE OUTCOMES

After completion of the course the students should be able to

CO 1. Understand the relevance of Indian Ethos for further enrichment of holistic leadership principles and practices

CO 2. Understand application of several important concepts and frameworks for moral reasoning to complex business Issues

CO 3. Apply ethics to business, management, and decision making

CO 4. Provide insights to participants for developing leadership that is socially, environmentally and culturally responsible

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## COURSE CONTENTS

### PART - I BUSINESS ETHICS

#### UNIT I

**The Nature and Purpose of Ethical Reflections** – Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards, 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

#### UNIT II

**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.)

#### UNIT III

**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

### PART-II INDIAN ETHOS IN MANAGEMENT

#### UNIT IV

**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, Artha shastra, Ramcharitmanas, 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

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Case Study - The Whistleblower

Discussion on characters of Ramayana, Mahabharata, Learning's and quotes of Guru Nanak Dev, Buddha, Mahavir, Inspirational Stories from Indian Mythology

## UNIT V

**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 Panchatantra, Hitopadesh

## UNIT VI

**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, Sanskar Values Vs Skills, Supremacy of Values over Skills, Role Vs Self, Work Place Spirituality

Case Study - East India Company, Discussion on Teachings from Bhagwat Geeta

## UNIT VII

**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

## TEXT READINGS

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson, Latest Edition
2. Weiss, Business Ethics - Concept & Cases, Cengage Learning, Latest Edition
3. Velasquez, Business Ethics, Concepts & Cases, PHI, Latest Edition
4. Murthy, Business Ethics, Himalaya Publishing House, Latest Edition
5. Al Gini, Case Studies in Business Ethics, Pearson Education. Latest Edition
6. Ronald D Francis, Mukti Mishra, Business Ethics: An Indian Perspective, the Tata McGraw Hill Companies, Latest Edition

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## COURSE CONTENTS

### UNIT I

**Introduction:** Business Research, Meaning and Methods of Research, Research Process, Identification and formulation of Research Problem  
Exercise-Framing of Objective

### UNIT II

**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

### UNIT III

**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: Development of Questionnaire, Data Collection (Field Survey)

### UNIT IV

**Data Analysis:** Hypothesis, Types and formulation of Hypothesis, Hypotheses Testing, Parametric Tests (Small Sample 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

### UNIT V

**Report Writing:** Research Report Writing, Types of reports and Characteristics of a research report.  
Exercise Referencing of the project report as per the VI Edition of APA Standards

  
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### TEXT READINGS

1. William G. Zikmund, Business Research Methods, Cengage Learning, India, Latest Edition
2. Uma Sekaran, Research Methods for Business - 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 Edition
4. Bharat Jhunjunwala, Business Statistics – A Self Study Textbook, S. Chand & Company Ltd, Latest Edition

### SUGGESTED READINGS

1. Cooper Schlinder, Marketing Research – Concept and Cases, Latest Edition
2. Aakar Kumar Dey, Marketing Research, Latest Edition
3. Donald Cooper & Pamela Schindler, Business Research Methods, TMGH, Latest Edition
4. Allan Bryman & Emma Bell, Business Research Methods, Oxford University Press, Latest Edition

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*[Signatures include: 'Dusse', 'M', 'Vij', 'ME', 'Sankar', 'MVB', 'A', 'Chun', 'Sankar', 'Mochi' (written vertically), and 'Sankar' (written vertically).]*