

COURSE STRUCTURE OF MBA (BUSINESS ECONOMICS)

FIRST SEMESTER (ALL COMPULSORY)

Code No.	Subject	Marks of Sem. Exam.	Marks of Int. Exam.	Total
101	Management Process	70	30	100
102	Business Statistics	70	30	100
103	Business Legislations	70	30	100
104	Accounting for Managers	70	30	100
105	Managerial Economics	70	30	100
106	Economics of Industries	70	30	100
107	General Viva-Voce			100
<hr/>		Total		700
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SECOND SEMESTER (ALL COMPULSORY)

201	Marketing Management	70	30	100
202	Human Resource Management	70	30	100
203	Financial Management	70	30	100
204	Organisation Behaviour	70	30	100
205	Production Management	70	30	100
206	National Economics	70	30	100
207	General Viva-Voce			100
<hr/>		Total		700
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THIRD SEMESTER (COMPULSORY)

Code No.	Subject	Marks of Sem. Exam.	Marks of Int. Exam.	Total
301	Business Policy & Strategic Management	70	30	100
302	Economics of Decision Making	70	30	100
303	Elective Paper I (Any one Group)	70	30	100
304	Elective Paper II (Any one Group)	70	30	100
305	Elective Paper III (Any one Group)	70	30	100
306	Elective Paper IV (Any one Group)	70	30	100
(Two Elective Paper from each of two selected areas of specialisation)				
307	Training Report and Viva-Voce			100
308	General Viva-Voce			100
<hr/>			Total	800
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ELECTIVE GROUPS

Group (1)	FINANCIAL MANAGEMENT
	305(FM) Working Capital Management
	306(FM) Business Tax Management
Group (2)	MARKETING MANAGEMENT
	305(MM) Consumer Behaviour
	306(MM) Advertising Management
Group (3)	PERSONNEL MANAGEMENT
	305(PM) Labour Laws
	306(PM) Human Resource Development

FOURTH SEMESTER (COMPULSORY)

Code No.	Subject	Marks of Sem. Exam.	Marks of Int. Exam.	Total
401	Computer and Management Information System	70	30	100
402	Quality Management	70	30	100
403	Elective Paper I (Any one Group)	70	30	100
404	Elective Paper II (Any one Group)	70	30	100
405	Elective Paper III (Any one Group)	70	30	100
406	Elective Paper IV (Any one Group)	70	30	100
	(Two Elective Paper from each of two selected areas of specialisation)			
407	Project Report and Viva-Voce			100
408	General Viva-Voce			100
<hr/>		Total		800

ELECTIVE GROUP

Group (1)	FINANCIAL MANAGEMENT
	405(FM) Management of Financial Service
	406(FM) Security Analysis and Portfolio Management
Group (2)	MARKETING MANAGEMENT
	405(MM) Sales, Distribution & Retail Management
	406(MM) Strategic Marketing
Group (3)	PERSONNEL MANAGE,MENT
	405(PM) Management of Industrial Relations
	406(PM) Organisation Development and Intervention Strategies

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
FIRST SEMESTER

Max. Marks : 100
External : 70
Internal : 30
Min. Pass Marks : 28

MBA (BE): 101- MANAGEMENT PROCESS

- Unit – I Introduction- Basic Concept of Administration, Management & Organisation, Management Function & Responsibilities of Manager, Fayol's Principles of Management, Scientific Management, Evolution of Management Thought, The Classical School, The Human Relation School, System Theory, Contingency Management, Social Responsibility of Management, Management as a Profession, Professionalisation of Management in India.
- Unit – II Planning- Nature of Planning, Types of plans, Steps of Planning, Principles of Planning, Advantages & Limitations of Planning, Basic Concepts & Principle of Decision Making, their relationship to other Managerial Functions.
- Unit – III Organising- Nature & Significance of Organising, Different Patterns of Organisation Structure. Process of Organising, Determinants of Effective Organisation, Span of Management, Delegation of Authority Centralisation & Decentralisation of Authority, MBO & MBE concepts.
- Unit – IV Directing & Motivation- Basic Concepts & Technique of Direction, Principle of Effective Direction, Motivation & its types, Significance, Motivation Theories-X,Y & Z Theory, Maslow Need Hierarchy Theory, Herzberg Theory of Motivation.
- Unit – V Communication & Controlling- Communication: Concept, Types, Importance, Principles, Barriers & Measures to remove barriers Controlling: Concept Nature, Process & Area of control, Techniques of Control.

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MBA (BE): 102- BUSINESS STATISTICS

- Unit – I Concept, Role of Statistics in Business. Data- Primary and Secondary, Classification and Tabulation of Data, Measure of Central Value: Mean, Mode and Median, Standard Deviation and Coefficient of Variation,
- Unit –II Linear Correlation: Concept, Importance and types, Methods of determining correlation: Karl Pearson, Concurrent and Spearman Ranking Method, Regression Analysis: Concept, Importance, Construction of Regression Coefficient and Equation
- Unit – III Analysis of Time Series-Components of Time Series. Methods of Measuring Trend- By the method of Least Square and Moving Average, Computation of Seasonal Index by Simple Average Method, Ratio to Moving Average Method, Importance of Index Number, Fisher's Index Number, Family Budget Method
- Unit – IV Probability- Definition of Probability, Applications of Probability, Addition Theorem, Multiplication, Theorem and Baye's Theorem. Theoretical Distributions–Binomial Distribution, Poisson distribution and Normal Distribution.
- Unit – V Sampling and its Methods, Test of Hypothesis: Sample relating to Attributes, Large Sample relating to Variables, 'T' test, F test, Chi-Square-test.

Note: At least one numerical question from each unit must be asked in examination.

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MBA (BE): 103 – BUSINESS LEGISLATIONS

- Unit – I Concept of Business legislation, Concept of Agreement and Contract, Essentials of a Valid Contract, Free Consent and Consideration, Breach of Contract, Quasi Contract.
- Unit – II Contract of Bailment and Pledge, Rights and Duties of Bailor & Bailee and Pledgor and Pledgee.
Law of Sale of Goods, Conditions and warranties, Rights of unpaid Seller.
- Unit – III Negotiable Instruments Act 1881 –Concept, Characteristics and Kinds of Negotiable Instruments, Endorsement and their kinds, Crossing And their types, Holder and Holder in due course, Protection to Banker, Dishonor of negotiable instruments.
- Unit – IV Company Act 1956:-Concept, Characteristics and types of company. Promoter: Concept, Function, Legal Position, Duties and Liability. Memorandum of Association: Concept and clauses. Articles of Association: Concept, Content and Limitation. Prospectus: Concept, Content, Misstatement in Prospectus and Remedies. Procedure of Incorporation of Company. Share Capital: Concept, Classification, Alteration and Reduction. Share and its types, debentures and its types. Directors: Concept, Qualification, Disqualification, Legal Position, Appointment, Removal, Powers, Duties, Rights and Liability. Managerial Remuneration.
- Unit – V Consumer Protection Act, Foreign Exchange Management Act.

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MBA (BE): 104 ACCOUNTING FOR MANAGERS

Unit – I Concept, Nature, objectives, Process, Branches and Limitation of Accounting, Basic terms of Accounting, Types of Accounts, Rules for Journal Entries, Preparation of Journal, Recording of transaction in Cash Book (Three Column Cash Book).

Unit – II Preparation of Trial Balance, Final Account, Trading Account, Profit & Loss Account and Balance Sheets, Adjustments relating to Closing Stock, Outstanding expenses, Prepaid expenses, Accrued income, Unearned income, Provision for Bad Debts, Provision for Discount, Interest on Capital, Interest on Drawing and Depreciation.

Unit – III Cost Accounting – Concept, Principles, objects, Methods, advantages and Limitation. Elements of Cost, Statement of cost, Reconciliation between Financial and Cost Account. Cost Volume analysis, BEP analysis.

Unit – IV Concept, nature, Purpose, Process, Types, Advantages and Limitations of Budget. Preparation of Sales Budget, Cash Budget, Flexible Budget, Concept relating to Zero-based Budgeting.

Unit – V Concept of Funds, Meaning of Fund Flow Statement, Uses and limitations of Fund Flow Statement, Preparation of statement of change in working Capital, Simple problems of Fund Flow Statement.

NOTE: At least one numerical question from each unit must be asked in Examination.

JIWAJI UNIVERSITY, GWALIOR
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Max. Marks : 100
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MBA (BE): 105 MANAGERIAL ECONOMICS

- Unit – I Managerial Economics: Meaning, Scope and Principles: Opportunity Cost, Incremental, Time – Perspective, Discounting, Equi-Marginal, Objectives of firms, Profit Maximisation Theory, Managerial theories of firm and Behavioural theories of firm.
- Unit – II Theory of Demand – Autonomous & Derived Demand, Function, Law of demand and its exception. Elasticity of Demand- Price, Income & Cross elasticity, Advertisement elasticity of sales, Elasticity of Price expectations.
Law of Diminishing Marginal utility & Equi-Marginal utility. Indifference curves- Definition, Characteristics, Consumers Equilibrium, Price, Income & Substitution effects.
Demand forecasting – Purpose & Steps. Methods-Expert Opinion, Moving Average, & Least-squares.
- Unit – III Short-Term and Long Term Production Functions, Law of variable propositions & Returns to scale, Law of substitution in production- Isoquants, Least-Cost Combinations, Expansion Path Ridge-lines, Economical region on production cost in short term and long term different cost, Concepts and curves.
- Unit – IV Time element in the theory of price, Price & Output determination under different Market-Structure-Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Completion & Oligopoly – Prince leadership, Price rigidity under oligopoly.
- Unit – V Profit: Meaning, Theories of Profit, Accounting Profit and Economic profit, Profit Policy, Breakeven Analysis, Application of Break Even Analysis in Business.

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MBA (BE): 106 ECONOMICS OF INDUSTRIES

- Unit – I Industry – Definition, Importance of Industrialisation in Economy, Classification of Industries, Public Sector-objectives, progress and shortcomings, Joint Sector, Social Responsibility of Business.
- Unit – II Location of Industries – Meaning and Causes. Webers Theory of location, Sargent Florence theory of location, Balanced Regional development of industries.
Industrial Combination – Meaning, Advantages and disadvantage. Types and forms of Industrial Combinations.
- Unit – III Role of Govt. in Industrial Development, Industrial Policy – 1948, 1956 and 1991. Disinvestment Policy. Liberalisation, Privatisation and Globalisation. 2nd Generation Reforms.
- Unit – IV Industrial Finances – Forms and Sources.
Financial Institutions – IFCI, ICICI, IDBI, SIDBI, SFC, SIDC.
- Unit – V Small Scale and Cottage Industries in India, Industrial Productivity, Industrial Marketing, Industrial Sickness.

JIWAJI UNIVERSITY, GWALIOR
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SECOND SEMESTER

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MBA (BE): 201 - MARKETING MANAGEMENT

- Unit – I Introduction – Concept, Scope, Evolution, Process, Difference between Marketing and Selling, Marketing Mix, Customer Value and Satisfaction, Recent Trends in Marketing, Direct Marketing and its Channels; Online Marketing: Advantages and Disadvantage, Social Marketing, Relationship Marketing, Direct Marketing, Integrated Marketing.
- Unit – II Market Segmentation and Marketing Research – Market Segmentation: Concept, Pattern and Bases of Market Segmentation.
Marketing Research – Nature, Process and Applications, Scaling Techniques, Marketing Information System and its Components.
- Unit – III Product Management – Meaning, Classification, Product Mix and Product Line, Product Planning and Product Policies: NPD, PLC, Product Differentiation, Product Positioning, Branding, Packaging and Labeling, Product Diversification.
- Unit – IV Price and Physical Distribution Management – Pricing : Meaning, Importance, Objectives, Influencing Factors, Pricing Policies and Strategies, Physical Distribution: Concept, Importance.
- Unit – V Promotion Management – Concept, Nature Element of Communication, Communication Process, Promotion: Concept, Nature, Objective of Promotion, Promotion Mix, factors affecting Promotion Mix, Push Vs Pull Strategy.

JIWAJI UNIVERSITY, GWALIOR
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SECOND SEMESTER

Max. Marks : 100
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MBA (BE): 202 - HUMAN RESOURCE MANAGEMENT

- Unit – I Human Resource Management: Concept, objectives importance and functions. Concept needs and process of Human Resource Policies.
- Unit – II Human Resource Planning: Concept, Scope. Recruitment and its sources, Selection and its process, Psychological Test and its Type, Interview and its Process, Placement, Induction and training.
- Unit – III Job Analysis: Concept, Significance and its process. Job Design: Concept, Approaches and its methods.
- Unit – IV Job Evaluation: Concept, objectives, process, methods, advantages & disadvantages. Wage and salary administration.
- Unit – V Trade union: Concept, objectives, functions, structures and issues. Collectives bargaining: concept, objectives, importance, and conditions. Collective Bargaining in India.

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MBA (BE): 203 - FINANCIAL MANAGEMENT

- Unit – I Financial Management: Concept, Scope, Importance and objectives. Conflict in objectives, Financial Manager's Functions and Responsibilities. Sources of Finance - Shares, Debentures, Public deposits, concept of return on investment.
- Unit – II Capital Structure – Meaning, Importance, Factor and Theories of Capital Structure – New Income Approach, Net operating Income Approach, The Traditional Approach and Modigliani and Miller Approach.
- Unit – III Leverages: - Concept Features and types – Financial, Operating and Composite Leverages.
Dividend Policy: - Concept, objectives, factor, types and Models, Walter, Gordon, M.M. Hypothesis.
Numerical Problems of Leverages.
- Unit – IV Ratio Analysis – Concept, Significance and Limitations. Numerical Problem on Liquidity Ratio- Current Ratio, Quick Ratio, Cash Ratio, Debt. Equity Ratio, Activity Ratio, Inventory turnover, Assets Turnover, Fixed Assets and Current Assets Turnover Ratios, Profitability Ratio – Gross and Net Profit Ratios, Operating Ratio.
- Unit – V Capital Budgeting – Meaning, Need and Importance, Planning of Capital Expenditure, Evaluation of Proposals, Method of Evaluation – Traditional Methods – Pay – back period Method, Post – back period method, Post pay-back profitability Method, Average rate of Return Method, Net Present value Method, Profitability Index Method.

NOTE: At least one numerical question in unit III, IV & V Must be asked in Examination.

JIWAJI UNIVERSITY, GWALIOR
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SECOND SEMESTER

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MBA (BE): 204 - ORGANISATIONAL BEHAVIOUR

- Unit – I Introduction – Concept, Nature and Scope of Organisational Behaviour, Organisational Goals, Organisation Theory and Organisational Behaviour, Models of Organisational Behaviour, Influence of Socio-Cultural Factors on organization.
- Unit – II Concept of Individual Behaviour and Individual Differences, Models of Individual Behaviour, Factor affecting individual behavior, Personality: Concept, theories and its determinant. Perception and perceptual process.
- Unit – III Motivational Theories & its Applications: Vroom's expectancy Theory, Cognitive Evaluation Theory, Goal setting theory and Equity theory. Learning and its theories: Classical, Cognitive and Social learning.
- Unit – IV Behaviour Dynamics: Interpersonal Behaviour, Transaction Analysis, Johari Window, Job Satisfaction, Leadership – Theories and Leadership styles in Indian organisations.
- Unit – V Concept of group Dynamics and types of Group, Group Development Stages, Theories of Group formation. Concept of Group Behaviour and Group Comprehensive, Group Decision making, Inter Group Behaviour. Teams and its Importance in Organisation.

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MBA (BE): 205 PRODUCTION MANAGEMENT

- Unit – I Introduction:- Concept, Objectives and Functions of Production Management. Organisation of production department. Production Progress. Work simplification. Factory location and layout.
- Unit – II Scope of Production management. Major decisions of production management. Production system. Types of production: Flow and Batch production. Benefits of production management.
- Unit – III Production Planning: - Meaning, objectives and types of production planning. Meaning and objectives of production control. Criteria for evaluating productions control performance. Organisation and functions of production control. Steps in Production Planning Control: Routing, Scheduling, Dispatching, and Expediting.
- Unit IV Material Management:- Meaning, objectives and significance of materials management. Classes of material. Purchasing policy. Principles of scientific purchasing. Factors of purchasing. Centralisation of purchasing. Purchase procedure. Purchase Budget
Objectives and functions of stores keeping. Location and layout of stores. Issue of materials.
- Unit -V Inventory Control:- Objectives, functions and importance of inventory control. Methods of issuing inventory, Standards of inventory control. Relevant factors in inventory control Major inventory control systems.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
SECOND SEMESTER

Max. Marks : 100
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MBA (BE): 206 - NATIONAL ECONOMICS

- Unit – I Types and different Sectors of National Economy, Basic features of Indian Economy. National Income – Definition, Different concept, Method of Measurement, Trends and Inter-State variation of National Income in India.
- Unit – II Economic development – Meaning, Determination and Indicators, Strategy of Economic Development of India. Planned development. New Economic reforms.
- Unit – III Indian Money market, Money supply, Methods of Note issue, Inflation, Deflation, Monetary policy.
Business Cycle – Definition, Phases, Evil effects of Business Cycle and remedial measures.
- Unit – IV Meaning and types of taxes, Salient features of Indian Tax System, Budget – Preparation, Federal Finance, Union State Financial Relations, Fiscal Policy.
- Unit – V Problems of Indian Economy – Unemployment, Poverty, Black Economy, Rising Prices, Regional Imbalances.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
THIRD SEMESTER

Max. Marks : 100
External : 70
Internal : 30
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MBA (BE): 301 - BUSINESS POLICY & STRATEGIC MANAGEMENT

- Unit – I Business Policy – Definition, Nature, Aims and Objectives, Significance of Business Policy – The Indian Scenario.
- Unit – II Strategy and Planning – Strategy, Strategic Management – Decision-Making: Issues, Different Approaches – Process – Phases – Elements/Parts in Strategic Management, Role of the Strategist.
- Unit – III Policy Options – Marketing Policy – Different issues regarding Product, Customers, Prices, Marketing Mix Policy, Financial Policy, Sources of Finance – Short Term & Long Term – Investment Policy & Dividend Policy.
- Unit – IV Manpower Policy – Personnel Policy – Significance, Recruitment, Transfer, Training and Development, Promotion, Wage and Salary Administration, Supplementary Benefits, Industrial Relations Policy.
- Unit – V Strategy Implementation – Issues in Strategy Implementation, types of implementation: Structural Implementation, functional Implementation, Behavioural Implementation, Limitations of strategy implementation.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
THIRD SEMESTER

Max. Marks : 100
External : 70
Internal : 30
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MBA (BE): 302 – ECONOMICS OF DECISION MAKING

- Unit – I Meaning Scope and significance of decision making, Steps in decision making analysis, Types of decision making criteria – Decision under certainty, risk, uncertainty. Decision tree analysis, Utility theory.
- Unit – II Matrix, Addition, Substraction, Multiplication of matrix, Inverse of matrix, Solution of Linear Simultaneous equations with the help of matrices. Limits, Differentiation of single variable (excluding trigonometric functions), Simple problems of maxima and minima for functions of variable.
- Unit – III Linear Programming Problems, Graphic and Simplex methods. Transportation Problems –North West Corner rule, Lowest cost method, Vogel's approximation methods and MODI methods.
- Unit – IV Assignment Problems – Hungarian method – Game Theory – Rectangular, Two persons, Zero sum games, maximax and minimax principles, Saddle point, Dominance property.
- Unit – V Inventory Management – Concept terminology, objective and advantages of inventory control.
Deterministic models – Economic Lot-size models with uniform and different rates of demand.
Stochastic models – single period model with uniform and discontinuous demand. Replacement theory – Problems relating to replacement of equipment that deteriorates with time. (with and without change in money value)

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M.B.A (BUSINESS ECONOMICS)
THIRD SEMESTER

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MBA (BE): 305 (MM) - CONSUMER BEHAVIOUR

- Unit – I Introduction – Concept of Customer, Consumer and Consumer Behaviour, Importance, Buying Motives & its types, Buying Roles, of D-M, Consumer D-M Process, Customer Satisfaction and Sources of Dissatisfaction, Consumer Research.
- Unit – II Individual Determinants – Motivation: Needs and Goals, Types of Motives & Motivation, Maslow Need Hierarchy Theory, Learning: Components & types of learning, Learning theories: Classical, Operant, Information Processing theory and Involvement theory. Perception: Concept and Perceptual Process. Attitude: Concept, Strategies of Attitude Change. Personality and Self Concept: Meaning, Characteristics, Theories of Personality: Freudian , Trait theory, Self concept.
- Unit – III Social Personal and Cultural Factors – Group Dynamic and Consumer Reference group, Importance, Influencing Factors, Reference group and its types, Family life cycle, Role and Status, Social class and its influence. Culture and Sub-Culture.
- Unit – IV Communication with Consumer – Concept, Two – Step and Multi Step Flow of communication theory, Opinion Leadership and its Measurement, Diffusion of Innovation, Adoption process, MIA model, Adopter Categories, Profile of Consumer Innovator.
- Unit – V Consumer Modeling – Models of Consumer Behaviours: Economic, Learning, Socio-logical, Psychoanalytic Model, Howard Sheth Model of Buying Behaviour, The Engel-Kollat-Blackwell Model, Howard Sheth Family D-M model.

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M.B.A (BUSINESS ECONOMICS)
THIRD SEMESTER

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MBA (BE): 306 (MM) - ADVERTISING MANAGEMENT

- Unit – I Advertising: An Overview – Concept, Objective, Scope and Functions of Advertising, Advertising Vs. Publicity, Advertising Vs. Propaganda, Advertising Vs. Sales Promotion, Types of Advertising Legal and Ethical Issues in Advertising, Advertising and marketing mix, New trends in Advertising.
- Unit – II Advertising Communication System – Marketing Communication & its Process, Promotion mix, Model of advertising Communication: AIDA model, Hierarchy of effect Model, Krnagman’s Effect of Involvement theory.
- Unit – III Advertising Decision – Advertising Budget: Concept, Methods of determining advertising Appropriation: Percentage of Sales Method, Objectives and Task Method, Competitive party Method. Affordability Method.
Media selection and Planning: Concept, Media Planning Process, Types of Media and their merits and limitations (Print, Electronic, Outdoor & Transit, Direct Market).
- Unit – IV Advertising layout: concept, principles and stages, Advertising Appeals: Concept, objectives and its kinds. Creativity and creative design process advertisement copy: concept, qualities classification and components.
- Unit – V Advertising Effectiveness: concept, important, pre and post test and methods DAGMAR approach: concept suggestion and criticism

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M.B.A (BUSINESS ECONOMICS)
THIRD SEMESTER

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MBA (BE): 305 (FM) WORKING CAPITAL MANAGEMENT

- Unit – I Working Capital;- Concept, Classification, factors, Merits and demerits, Working Capital Management:- Concept, Significance, Needs and objectives, Approaches to Working Capital Financing, Tools for Analysis of Working Capital, Methods of Working forecast
Numerical Problems of calculation of Working Capital by operating cycle method, current assets & liabilities method, Balance Sheet Method and profit & loss method.
- Unit – II Cash Management: Concept, objectives, stages and merits, motives for holding cash, factors determining the cash level, Tools for cash planning and control.
Cash budget:- Concept, Importance and Methods.
Numerical Problems of cash budget by Receipt and payment Method, Adjusted Profit and Loss Method and Balance sheet Method.
Cash flow statement:- Concept, Importance, Uses and Limitation, Simple Numerical Problems of cash flow statement.
- Unit – III Management of Receivables: Meaning of Receivables; Objectives of Maintaining Receivables, Cost of Maintaining Receivables, Objectives of Receivable Management, Principles of Credit & Collection; Policies, Establishing Optimum Credit-Policies; Cost Benefit Analysis, Credit Policy Variable – Credit Standards, Credit terms, Collection efforts, Credit Analysis & Decisions.
- Unit – IV Inventory Management: Concept, Objectives, Importance Process and Techniques. Costs associated with Inventory, Analysis of Investment in Inventory, Numerical question of EOQ and level of Inventory.
- Unit – V Sources of Working Capital Finance, Working Capital and Capital Investment Process
Management of Marketable Securities: Concept, Motives, Choice and factors
- NOTE:** At least one numerical question from I, II, & IV unit will be asked.

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MBA (BE): 306 (FM) - BUSINESS TAX MANAGEMENT

- Unit – I Basic Concepts – Assessment year, Previous year, Person Assessee, Income, Casual income Gross Total Income, Total Income, Concept of Residence and types of assessee, Scope of Tax on the basis of residential status, Income exempted from Tax. Computation of total income on the basis of residential status.
- Unit – II Income from Business and Profession – Basic Principle, Specified allowed and disallowed expenses for computation of Taxable Income from Business & Profession, Genera; Deduction U/S 37, Computation of Income from Business and profession. Depreciation Allowance.
- Unit – III Set off of Losses and Carry forward of losses. Deduction to be made in computing Total Income of corporate Assessee. Assessment of firm and computation of Total income and Tax liabilities of firm.
- Unit – IV Assessment of Companies, Types of Companies, Deductions from GTI, Duties of Principal Officer, Double Taxation relief, MAT. Computation of Total income and tax liabilities of company.
- Unit – V Assessment Procedure, Types of Assessment, Various Income Tax Authorities and their power. Provisions for Appeal and Revision.

NOTE: At least one numerical question will be asked from I,II, III and IV unit.

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MBA (BE): 305 (PM) - LABOUR LAWS

Unit – I Factories Act, 1948.

Unit – II Industrial Disputes Act, 1947.

Unit – III Employees State Insurance Act, 1948.

Unit – IV Employees Provident Fund (and Miscellaneous Provisions) Act,
1952.

Unit – V (a) Trade Union Act, 1926.

(b) Industrial Employment (Standing Orders) Act, 1946.

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MBA (BE): 306 (PM) - HUMAN RESOURCE DEVELOPMENT

- Unit – I Human Resource Development: concept, objective of Human Resource Development: Principles of Human Resource Development, Difference between Human Resource Management and Human Resource Development: Human Resource Planning: Concept Process/Assessing Human Resource Requirement Issues in Human Resource Planning
- Unit – II Career Planning: Concept, objectives, process, Advantage Career Development: Concept Career Counseling & Development & Performance Counseling –
- Unit – III Training: concept, importance methods, structure training programme effective Development: Concept, importance, performance Appraisal: concept significance and issues, performance appraisal V/s potential appraisal
- Unit – IV Labour Welfare Labour Welfare-Concept & Scope, Labour Welfare in India, Significance, Types, Social Security: Scope, Growth of Social Security in India, Basic, Knowledge of Social Security Scheme in India under:
- (i) Working's Compensation Act.
 - (ii) Employees Provident Fund Act.
 - (iii) Maternity Benefit Act.
 - (iv) Employees State Insurance Act.
- Unit – V Human Resource Record concept, objective, significance types and principles, Human Resource Research, Concept, nature techniques objectives concept and scope of HR audit.

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MBA (BE): 401- COMPUTER AND MANAGEMENT INFORMATION SYSTEM

- Unit – I Fundamental: An overview of functioning of computer, Components of Computer Systems, Data types and Data representation, Number Systems, Different types of Memory, Input-Output Devices. Flow-Charts. Introduction to Computer – Software.
- Unit – II Introduction to operating system and their uses. Different types of operating systems. Introduction to Windows: Icons, Shortcuts, Control Panel, Desk top, Task bar.
- Unit – III MS-Word: File Operating. Introduction to Volume means, Mail Merge, Table Operation, Import or Export of other files.
MS-Excel: Worksheet, Various Menus, Types of Graph, other operation related to Graphs.
MS-Power-point: Introduction of Power-point, uses of power-point, creation of slides, various operations of slides, presentation of power-point slides.
- Unit – IV Meaning of MIS, Systems approach MIS organization within company structure, Basic Information system, Financial Information system, Production/operation Information System, Marketing Information System, Personnel Information System, Decision Making and MIS.
- Unit – V Development of MIS: Contents of MIS Planning, Determining the Information Requirements.
Development and Implementation of MIS Proto type Approach, Life cycle Approach.

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Internal : 30
Min. Pass Marks : 28

MBA (BE): 402 QUALITY MANAGEMENT

- Unit – I Quality: Concept, Approaches, Dimensions, Quality of Design, Quality of Conformance, Quality of Performance, Quality Management: Concept, importance Principles, Cost of Quality.
- Unit – II Quality Guru: Overview of the contributions of Deming, Juran, Feigenbaum, Ishikawa, Taguchi, Shingo, Walter Shewhart, Crosby, Tom Peter, Kondo, Moller.
- Unit – III TQM: Concept, Principles TQM Element, Importance, Steps, Total Quality Tenets, TQM Model, Strategic Planning and Implementation Strategies for TQM.
- Unit – IV Quality Culture and Philosophies: Kaizen, 5S Six Sigma Model, Just in Time, Total Productive Maintenance, Total Quality Control, Total Waste elimination, Quality Circle, Zero Defects, QFD Methodology.
- Unit – V Quality Management System and Standard: Quality System and its activities, Quality Standards, Introduction of ISO9001:2000 System, ISO 14001:2004, EFQM Excellence Model, Malcolm Baldrige Criteria for Business Performance.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
FOURTH SEMESTER

Max. Marks : 100
External : 70
Internal : 30
Min. Pass Marks : 28

MBA (BE): 405 (MM) - SALES, DISTRIBUTION & RETAIL MANAGEMENT

- Unit – I Sales Management – Concept, Sales Management, Strategy Formulation Process, Personal Selling, Concept, Importance, Types of Selling Positions, Personal Selling Process, Changing role of Sales Personnel, Patterns in Personal Selling, Prerequisite of Personal Selling.
- Unit – II Meaning the Sales Force – Selection, Recruitment, Training, Compensation, Monitoring and Performance Appraisal.
- Unit – III Sales Organization & Budget – Sales Organization, Concept, Importance, Developing a Sales Organization, Types of Sales Organization Structure.
Sales Budgeting: Concept, Purpose and Method of Management, Concept, Importance and Setting of Sales Quotas.
- Unit – IV Channel of Distribution and Retailing – Concept, Distribution level and types, Flow in Channel System, Channel Selection.
Retailing: Concept and Importance of Retailing, Types and Classification of Retailers, Trends in Retailing, Retail Marketing decision and Positioning Strategies.
- Unit – V Physical Distribution – Concept, Role of Physical Distribution System, Marketing – Logistic decisions: Order Processing Warehousing, Inventory Control (Functions & Methods), Transportation.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
FOURTH SEMESTER

Max. Marks : 100
External : 70
Internal : 30
Min. Pass Marks : 28

MBA (BE): 406 (MM) –STRATEGIC MARKETING MANAGEMENT

- Unit – I Meaning, Components and hierarchy of strategies, An overview, Historical Perspective, Characteristics & Importance of Strategic Marketing Management, Management Process in Marketing, Strategic Role of Marketing, Strategic Planning Systems.
- Unit – II Market-Oriented Strategic Planning – Strategic Planning, Scope, levels, Business Strategy, Planning Process, Business Portfolio Evaluation Models: BCG, GE Business Model, Porters Generic Strategies Models, Product-Market Growth Matrix.
- Unit – III Designing Competitive Strategies – Competitors Reaction Pattern, Classes of Competitors, Marketing Strategies for Market Leaders, Market Challengers, Market Followers, Market Niches Strategies.
- Unit – IV Brand Management – Concept, Importance, Functions, Brand Decisions, Branding, Brand Sponsor Decisions; Brand-Name Decisions; Brand Strategy Decisions; Brand Repositioning Decisions, Concept of Brand Personality and Brand Equity.
- Unit – V Organizational and Service Marketing – Organizational/Industrial Marketing: Business Vs. Consumer Market, Influencing factors, Buying Situations, Industrial Buying Process.
Service Marketing: Concept, Importance, Product Vs. Service, Bank Marketing, Tourism Marketing, Hotel Marketing.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
FOURTH SEMESTER

Max. Marks : 100
External : 70
Internal : 30
Min. Pass Marks : 28

MBA (BE): 405 (FM) - MANAGEMENT OF FINANCIAL SERVICES

- Unit – I Concept, Features, objectives, Type and factor of Financial Services, Regulatory framework for Financial Services, Management of Risk in Financial Services, Participants in Financial Markets.
- Unit – II Financial Market Operations – Stock exchange operations, Mutual Funds, Broking and its provision.
- Unit – III Assets Financing Services – Introduction, Lease Financing, Hire Purchase Financing, Debt Securitization, Housing Finance Meaning of Credit Rating, Credit Rating Agencies: - functions, types and symbols by CRISIL, ICRA & CARE.
- Unit – IV Factoring: concept, mechanism, functions and types
Forfating : concept, features merits and demerits , factoring v/s forfating .
Bills of Exchange – Types of Bills, Discounting of Bills. Purchasing of Bills.
- Unit – V Credit Cards – Concept, Functioning, merits and demerits.
Insurance Services – Meaning and kinds, LIC Polices, GIC
UTI – Objective, Working Resources & Functions.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
FOURTH SEMESTER

Max. Marks : 100
External : 70
Internal : 30
Min. Pass Marks : 28

MBA (BE): 406 (FM) -SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

- Unit – I Concept of Investment. Objectives of Investment Decisions, Investment Vs. Speculation, Gambling, Investment Process. Investment Categories; Markets for Securities: Primary and secondary market.
- Unit – II Framework of Risk and Return – Components of Investment Risk. Interest Rate Risk, Market Risk, Inflation Risk, Management Risk, Factor Liquidity Risk.
Security return: Concept, approaches valuation of stock and bonds.
- Unit – III Common Stock Analysis – Economic Analysis, Industry, Company Analysis, Technical Analysis, Efficient Market theory.
- Unit – IV Portfolio construction and selection: Approaches in Portfolio construction, Markowitz Model, sharp optimal Portfolio selection model, Capital Assets Pricing theory.
Portfolio performance and Evolution: Sharpe performance index, treynor performance index and jensen performance index.
- Unit – V Security Market in India – Organization and Functioning; Primary Vs. Secondary Markets; Types of Traded Securities. Organization and Operation of Security and Exchange Board of India. Listing of Securities: Concept, procedure, merit and demerit.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
FOURTH SEMESTER

Max. Marks : 100
External : 70
Internal : 30
Min. Pass Marks : 28

MBA (BE): 405 (PM) - MANAGEMENT OF INDUSTRIAL RELATION

- Unit – I Industrial relation – Concept, Scope and Importance. Components of Industrial Relation System. Prerequisite of good Industrial Relation Programme. Meaning of Human Relation. Industrial Relation V/s. Human Relation.
- Unit – II Trade Unionism – Concept, Features and Functions. Evolution of Trade Union. Structure of Trade Union in India. Inter Union Rivalry. Rights of recognized Unions, National Commission of Labour's views, Code of Conduct of Trade Union, Concept Of Workers Education.
Industrial Conflict – Concept, Classification, Impact and Causes. Strikes – Meaning and types. Right to Strikes, Lockout.
- Unit – III Industrial Psychology: Definition, Characteristics, Objectives and Application. Concept of fatigues. Adverse effect of Fatigue measures to avoid fatigue, meaning of monotony, Causes, effects, measures to remove monotony, fatigues Vs. Monotony.
Labour Economics: Concept, Meaning, Importance, Demand and Supply of Labour, Growth of Industrial Labour in India.
- Unit – IV Collective Bargaining: Significance, Principle, Content & Coverage of agreement forms, process of negotiations, Collective bargaining in India. Prerequisites of collective bargaining, Agreements of different levels.
Mediations & Conciliation, essential of success of conciliation, conciliation and collective bargaining conciliation and arbitration.
- Unit – V Worker's Participation in Management: Meaning, Objectives, Importance and forms, Merits of WPM Demerits, WPM in India, Evaluation of WPM. Profit sharing: Meaning, Characteristics, Advantages & disadvantages, Concept of co-partnership. Advantages & disadvantages, Profit sharing Vs Co-Partnership.
Industrial democracy: Concept, Scope, Significance prerequisites of industrial democracy.

JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS)
FOURTH SEMESTER

Max. Marks : 100
External : 70
Internal : 30
Min. Pass Marks : 28

MBA (BE): 406 (PM) - ORGANISATION DEVELOPMENT AND INTERVENTION STRATEGIES

- Unit – I The Meaning of Organization Development, Characteristics, OD Process, benefits of OD and Limitations.
Organization Structures: Formal – Informal organization, Centralization & decentralization, Vertical & horizontal mechanistic and organic systems, matrix organization, Product Vs. functional forms.
- Unit – II Organization diagnosis, Organizational Analysis as first step in diagnosis, Purpose of organizational analysis.
Models of OD-Larry Greener’s Model, H.J. Leavitts model, Lewin model.
Moral – definition, factor influencing moral, moral and productivity, moral building.
- Unit – III Concept of Change and Change agent, Role of Change Agent, forces for Change, Managing planned Change, Resistance to Change, Overcoming Resistance to Change.
Stress management: Concept , Potential sources of stress, Consequences of stress, Coping strategies for stress.
- Unit – IV Intervention – Meaning, Structuring, factors affecting choice of intervention, intervention activities & classification.
Team intervention: Meaning, Characteristics of an effective team.
Techniques and exercises used in team building.
Inter-group and third party intervention .
- Unit – V Comprehensive intervention: Meaning, Wesbord’s future search conference model, Backhard’s confrontation meeting, Survey feed back, Schein’s cultural analysis.
Structural intervention: Meaning, Socio-technical System Quality circles, T-Groups, Behaviour Modeling, Life and Career Planning.