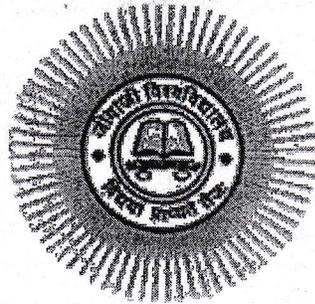


MBA (BE) SESSION 2022--24

# JIWAJI UNIVERSITY, GWALIOR



## SYLLABUS

OF

M.B.A. (BUSINESS ECONOMICS) CBCS

I to IV Semester

2022– 2024

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

*Revised Course Structure  
Choice Based Credit System (CBCS)*

The department has choice based credit system (CBCS) in MBA (Business Economics) we offer, in which there are 84 valid credits and 16 virtual credits in the complete span of the course of two years. From these 84 credits, 42 credits should accrue from core subjects, 30 credits from elective subjects, 4 credits from seminar, 4 credits from assignment and 4 credits from project based work. Virtual credits are 16 which the student has to earn through comprehensive viva-voce held after every semester. Hence 4 virtual credits are given to each comprehensive viva-voce. From these 100 credits, the credit for each subhead is as under:

S. No.	Type of Subject/ Activity	Number of Subjects	Total Credit
1	Core	14	42
2	Electives	10	30
3	Seminar	4	4
4	Assignment	4	4
5	Comprehensive Viva Voce	4/ Semester	16
6	Summer Internship and Project Work	1	4
			<b>100</b>

**M.B.A. (Business Economics)**

M.B.A. (B.E.) I SEMESTER			
Sub. Code	Subject Name		Credits
101	Principles of Management	Core	3
102	Business Statistics	Core	3
103	Business Legislations	Core	3
104	Accounting for Managers	Core	3
105	Managerial Economics	Core	3
106	Economics of Industries	Core	3
107	Seminar	AE&SD*	1
108	Assignment	AE&SD*	1
	<b>Total Valid Credits</b>		<b>20</b>
109	Comprehensive Viva Voce	Virtual Credit	4
	<b>Total Credits</b>		<b>24</b>

\*Ability Enhancement & Skill Development

M.B.A. (B.E.) II SEMESTER			
Sub. Code	Subject Name		Credits
201	Marketing Management	Core	3
202	Human Resource Management	Core	3
203	Financial Management	Core	3
204	Organisational Behavior	Core	3
205	Project Management	Core	3
206	Indian Economy	Core	3
207	Seminar	AE&SD*	1

MBA (BE) SESSION 2022--24

208	Assignment	AE&SD*	1
	<b>Total Valid Credits</b>		<b>20</b>
209	Comprehensive Viva Voce	Virtual Credit	4
	<b>Total Credits</b>		<b>24</b>

\*Ability Enhancement & Skill Development

M.B.A. (B.E.) III SEMESTER			Credits
Sub. Code	Subject Name		
		Core	3
301	Economics of Decision Making	Elective Generic	3
302	Services Marketing	Elective Centric	3
303(MM)		Elective Centric	3
304(MM)		Elective Centric	3
305(FM/ PM)		Elective Centric	3
306(FM/PM)		AE&SD*	1
307	Seminar	AE&SD*	1
308	Assignment		<b>20</b>
	<b>Total Valid Credits</b>		<b>4</b>
309	Comprehensive Viva Voce	Virtual Credit	<b>24</b>
	<b>Total Credits</b>		<b>24</b>

\*Ability Enhancement & Skill Development

**ELECTIVE CENTRIC GROUPS\*\***

**Marketing Management:**

303 (MM)	Consumer Behavior
304 (MM)	Advertising Management

**Financial Management:**

305 (FM) – A	Working Capital Management
306 (FM) – A	Management of Financial Services

**Personnel Management:**

305 (PM) – B	Labour Law
306 (PM) – B	Human Resource Development

\*\*Note: The Students have to choose two groups. They have to study two papers each of those groups in III Semester and two papers each of same groups in IV Semester.

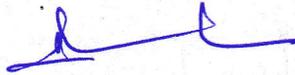
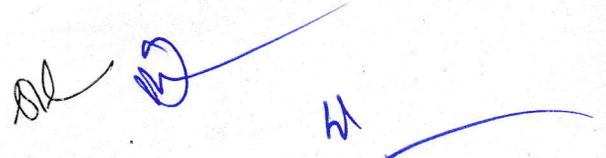
**M.B.A. (B.E.) IV SEMESTER**

Sub. Code	Subject Name		Credits
		Core	3
401	Quality Management	Elective Generic	3
402	Computer and Management Information System	Elective Centric	3
403(MM)		Elective Centric	3
404(MM)		Elective Centric	3
405(FM/PM)		Elective Centric	3
406(FM/PM)		AE&SD*	1
407	Seminar	AE&SD*	1
408	Assignment		<b>4</b>
409	Summer Internship and Project Work	Core	<b>24</b>
	<b>Total Valid Credits</b>		<b>4</b>
410	Comprehensive Viva Voce	Virtual Credit	<b>28</b>
	<b>Total Credits</b>		<b>28</b>

**ELECTIVE CENTRIC GROUPS\*\***

<b>Marketing Management:</b>	
403 (MM)	Sales Distribution and Retail Management
404 (MM)	Strategic Marketing Management
<b>Financial Management:</b>	
405 (FM) - A	Business Tax Management
406 (FM) - A	Security Analysis and Portfolio Management
<b>Personnel Management:</b>	
405 (PM) - B	Management of Industrial Relation
406 (PM) - B	Organizational Development and Intervention Strategies

**\*\*Note:** The Students have to choose two groups. They have to study two papers each of those groups in III Semester and two papers each of same groups in IV Semester.

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

**MBA (BE): 101- PRINCIPLES OF MANAGEMENT**

- Unit – I Introduction- Concept of Administration, Management & Organisation, Management Functions & Responsibilities of Manager, Fayol's Principles of Management, Scientific Management, Evolution of Management Thought, The Classical School, The Human Relation School, System Theory, Contingency Theory, Social Responsibilities of Management, Management as a Profession.
- Unit – II Planning – Meaning, Nature, Types Steps, Principles, Advantages & Limitations. What and Why of Planning; Types of Plans; Planning Process; Planning Effectively; Introduction to PERT–CPM, Techniques for Allocating Resources- Budgeting.  
Definition & Principles of Decision Making, Its relationship to other Managerial Functions
- Unit – III Organising- Meaning, Nature, Significance, Process, Determinants, Different Patterns of Organisation Structure, Span of Management, Delegation of Authority, Centralisation & Decentralisation of Authority, MBO & MBE Concepts
- Unit – IV Direction – Definition, Techniques, Principles, Motivation- Meaning, Types, Significance, Motivation Theories-X,Y & Z Theory, Maslow Need Hierarchy Theory, Herzberg Theory  
Controlling: Concept; Process; Controlling for Performance – Concept; Measures- Organizational Productivity, Organizational Effectiveness.
- Unit – V Communication- Meaning, Types, Importance, Principles, Barriers & Measures to Remove Barriers, Controlling- Concept, Nature, Process, Techniques, Area of Control

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

MBA (BE): 102- BUSINESS STATISTICS

- Unit - I Concept & Role of Statistics in Business, Data- Primary and Secondary, Classification and Tabulation of Data, Sampling Methods and Scaling Techniques  
Measures of Central Tendency - Mean, Median, Mode. Standard Deviation, Coefficient of Variation.
- Unit - II Linear Correlation- Definition, Importance and Types, Methods of Correlation- Karl Pearson, Concurrent, Spearman's Ranking Method  
Regression Analysis- Meaning, Importance, Regression Coefficient and Equations.
- Unit - III Analysis of Time Series- Components of Time Series, Methods of Measuring Trend- Least Square and Moving Average, Computation of Seasonal Index by Simple Average Method, Ratio to Moving Average Method.  
Index Number- Meaning, Importance, Fisher's Index Number, Family Budget Method.
- Unit - IV Probability- Definition, Applications, Addition Theorem, Multiplication Theorem and Bayes' Theorem, Theoretical Distributions- Binomial Distribution, Poisson Distribution and Normal Distribution.
- Unit - V Test of Hypothesis- Sample relating to Attributes, Large Sample relating to Variables, t- test; ANOVA, F- test, Chi-Square-test
- Note- At least one numerical question from each unit must be asked in Examination.

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

MBA (BE): 103 – BUSINESS LEGISLATIONS

- Unit – I Meaning and Nature of Business Legislation, Sources of Indian Law, Legal Environment of Business, Concept of Agreement and Contract, Essentials of a Valid Contract, Free Consent, Consideration, Breach of Contract, Quasi Contract
- Unit – II Bailment and Pledge, Rights and Duties of Bailor and Bailee, Rights and Duties of Pledgor and Pledgee  
Law of Sale of Goods Act, Conditions and Warranties, Unpaid Seller and his Rights.
- Unit – III Negotiable Instruments Act 1881- Definition, Characteristics and Kinds of Negotiable Instruments, Endorsement & their Kinds, Crossing & their Types, Holder and Holder in Due Course, Protection to Banker, Dishonor of Negotiable Instruments.
- Unit – IV Company Act 1956- Meaning, Characteristics and Types of Company, Memorandum of Association- Meaning and Clauses, Articles of Association – Definition & Content, Prospectus - Meaning & Content, Misstatement in Prospectus and Remedies, Formation of Company, Share Capital- Definition, Classification, Alteration and Reduction, Share and its Types, Management of Company Debentures and its Types, Management of Company, Director- Meaning, Qualification, Disqualification, Legal Position, Appointment, Removal, Powers, Duties and Liabilities, Managerial Remuneration
- Unit – V Consumer Protection Act 1986; Objective & Application of Act, Basic Definitions, Rights of Consumer, Consumer Disputes Redressal Forums, Consumer Protection Councils, Nature & Scope of Remedies Available to Consumers, Relief Available to Consumers.

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

**MBA (BE): 104- ACCOUNTING FOR MANAGERS**

- Unit - I Meaning, Nature, Objectives, Process, Branches and Limitation of Accounting, Difference between Book-Keeping & Accounting, Basic Terms of Accounting, Concept and Conventions, Double Entry System, Preparation of Journal and Ledger and Trial Balance.
- Unit - II Financial Statements Analysis: Meaning, Objectives, Preparation of Final Account- Trading, Profit & Loss Account, Balance Sheet (with problems & adjustments).
- Unit - III Ratio Analysis: Meaning, Classification: Liquidity Ratio, Capital Structure Ratio, Turnover Ratio, And Profitability Ratio, Fund Flow Analysis: Meaning of Fund Flow Statement, Uses and Preparation of Schedule of Changes in Working Capital and Fund Flow Statement Simple Problems of Fund Flow Statement.
- Unit - III Cost Accounting: Elements of Cost and Classification of Cost, Methods and Techniques of Costing, Preparation of Cost Sheet, Marginal Costing and Break-Even Analysis, Advantages & Disadvantages of Cost-Volume Profit Analysis
- Unit - V Budget and Budgeting Analysis: Meaning, Nature, Purpose, Process, Types, Advantages and Limitations of Budgeting, Preparation of Sales Budget, Cash Budget, Flexible Budget, Production Budget

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

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

**MBA (BE): 105- MANAGERIAL ECONOMICS**

- Unit – I      Managerial Economics- Meaning, Nature, Scope, Fundamental Concept- Incremental, Marginal, Opportunity Cost, Time Perspective, Contribution, Discounting Principle, Risk & Uncertainty, Theories of Firms- Profit Maximization Theory, Managerial Theories of Firm and Behavioral Theories of Firm.
- Unit – II      Demand Analysis & Forecasting Theory of Demand –, Function, Law of Demand and its Exception, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Law of Diminishing Marginal Utility and Equi-Marginal Utility, Indifference Curves, Consumers Equilibrium, Price, Income & Substitution Effects,
- Unit – III      Short-Term and Long Term Production Functions, Law of Variable Proportions & Returns to Scale, Law of Substitution in Production- Isoquants, Cost-Output Relationships in the Short Run, and in the long Run Ridge-lines, Economical Region on Production Cost Concepts and Curves.
- Unit – IV      Price & Output Determination Under Different Market Structure-Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Completion & Oligopoly – Price Leadership Model, Price Rigidity under Oligopoly.
- Unit – V      Meaning of Profit, Theories of Profit, Break Even Analysis & its Application in Business Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

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

**MBA (BE): 106- ECONOMICS OF INDUSTRIES**

- UNIT-I** Industry – Definition, Importance of Industrialization in Economy, Problems of Industrialization, Classification of Industries, Public Sector- Objectives, Progress, Problems, Latest Government Policy regarding Public Sector
- UNIT - II** Location of Industries – Meaning and Causes, Weber’s Theory & Sargent Florence Theory of Location, Location Indian Experience. Industrial Combination – Meaning, Types, Forms, Advantages, Disadvantages
- UNIT- III** Role of Government in Industrial Development, Industrial Policy 1948, 1956, Industrial Policy of 1991- Objectives and Salient Provisions, Liberalisation, Privatisation and Globalisation
- UNIT- IV** Industrial Finances – Forms and Sources  
Financial Institutions – IFCI, ICICI, IDBI, SIDBI, Micro Finance Institutions
- UNIT - V** Micro Small and Medium Enterprises (MSME) Industries in India, Industrial Productivity, Industrial Sickness, Labour - Problems and Policies

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

**MBA (BE): 201 – MARKETING MANAGEMENT**

- Unit – I Marketing Management – Meaning, Scope, Evolution, Process, Difference between Marketing and Selling, Marketing Mix, Market Segmentation – Definition, Levels, Pattern and Basis of Market Segmentation, Marketing Research
- Unit – II Product Management – Meaning, Classification, Product Mix and Product Line, Product Planning and Product Policies- NPD, PLC, Product Differentiation, Product Positioning, Branding, Packaging and Labelling, Product Diversification
- Unit – III Pricing- Meaning, Importance, Objectives, Influencing Factors, Pricing Policies and Strategies, Physical Distribution- Concept, Importance
- Unit – IV Promotion Management-Definition, Nature, Element of Communication, Communication Process, Promotion- Meaning, Nature, Objective, Promotion Mix, Factors affecting Promotion Mix, Push Vs Pull Strategy
- Unit – V Recent Trends in Marketing:- Internal Marketing, Direct Marketing and its Channels; Online Marketing Social Marketing, Interactive Marketing, Social Media Marketing, CRM and Relationship Marketing, Integrated Marketing, Customer Value, Satisfaction and Customer Delight

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

**MBA (BE): 202 – HUMAN RESOURCE MANAGEMENT**

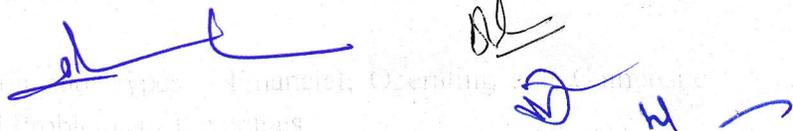
- Unit – I Human Resource Management - Meaning, Objectives, Importance, Functions, Organisation Role, Human Resource Policies-Definition, Needs, Scope, Process, Types
- Unit – II Human Resource Planning - Meaning, Needs, Objectives, Level, Process, Problems, Measures, Recruitment- Definition, Source and Technique, Selection and its Process, Psychological Test- Meaning, Process, Precaution and Type, Training- Meaning, Need, Importance, Principles, Types and Methods
- Unit – III Job Design - Meaning, Significance, Approaches, Methods, Job Analysis- Definition, Objectives, Uses, Process and Methods, Interview-Meaning, Types, Process and Limitation, Induction-Meaning, Objectives, Content, Guidelines and Advantages
- Unit – IV Performance Appraisal- Meaning, Objective, Importance, Process, Problems and Methods, Job Evaluation - Definition, Objectives, Process, Methods, Advantages & Disadvantages, Wage and Salary Administration- Meaning, Objectives, Factors, Principles, Methods and Process
- Unit – V Recruitment and Selection: Concept; Recruiting Goals, Factors that Affect Recruiting Efforts, Constraints on Recruiting Efforts, Recruiting Sources; Online Recruiting; Recruitment Alternatives  
Trade union - Concept, Objectives, Functions, Structures, Benefits, Problems, Measures, Rights and Liabilities, Collective Bargaining- Meaning, Objectives, Importance, Conditions, Collective Bargaining in India

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

**MBA (BE): 203 – FINANCIAL MANAGEMENT**

- Unit – I Financial Management - Meaning, Scope, Importance, Objectives, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Sources of finance, Finance Functions: Investment, Financing & Dividend
- Unit – II Time Value of Money, 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 – Definition and Types – Financial, Operating and Composite Leverages, Numerical Problems of Leverages  
Dividend Policy - Meaning, Objectives, Factor, Types and Models -Walter, Gordon, M.M. Hypothesis
- Unit – IV Cost of Capital- Meaning, Importance, Components, Approaches, Measures- Cost of Debt, Cost of Preference Capital, Cost of Equity Capital, Cost of Retained Earnings, Numerical Problems of Cost of Capital
- Unit – V Capital Budgeting – Meaning, Need and Importance, Planning of Capital Expenditure, Evaluation of Proposals, Method of Evaluation – Payback Period Method, Average Rate of Return Method, Net Present Value Method, Internal Rate of Return Method, Risk and Uncertainty in Capital Budgeting

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



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

**MBA (BE): 204 – ORGANISATIONAL BEHAVIOUR**

- Unit –I      Concept, Nature and Scope of Organizational Behavior, Organizational Goals, Models of Organizational Behavior, New challenges for OB Manager, Influence of Socio-Cultural Factors on organization
- Unit – II      Concept of Individual Behaviour and Individual Differences, Models of Individual Behaviour, Personality - Meaning, Theories and its Determinant, Perception and Perceptual process. Emotional Intelligence – Theories
- 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. Case Study Analysis
- Unit – IV      Behaviour Dynamics - Interpersonal Behaviour, Transaction Analysis, Johari Window, Job Satisfaction, Leadership Theories and Leadership styles in Indian Organisations, Conflict Management
- Unit – V      Concept of Group Dynamics and Types of Group, Group Development Stages, Theories of Group Formation, Communication Importance, Types, Barriers to communication ,Teams and its Importance in Organization

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

**MBA (BE): 205 -PROJECT MANAGEMENT**

- Unit - I Basics of Project Management- Meaning of Project Management, Characteristics and its types, Project Life Cycle and its Stages, Attributes of Project Manager
- Unit - II Generation & Screening Project Idea - Generation of Ideas, Monitoring the Environment - Market and Demand Analysis, Financial Feasibility, Scouting for Project ideas, Preliminary Screening, Project Rating Index
- Unit - III Social Cost Benefit Analysis- Meaning, Rationale, UNIDO Approach, LM Approach, Project Risk & Evaluation - Types of Risk, Sensitivity Analysis, Project Evaluation, Post Project Evaluation (Post Audit), Project Contracts ( Turnkey, Non Turnkey )
- Unit - IV Project Formulation- Development and construction of Project Network, Various types of Floats, Time Estimation, CPM Model and its Applications Determination of the Critical Path, PERT Model, CPM Model
- Unit - V Project Review - Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting, Working Capital Requirement and Its Financing, Profitability Projection And Projected Cash Flow Statement and Balance Sheet

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

**MBA (BE): 206 – INDIAN ECONOMY**

- UNIT-I Basic economic indicators, Sectors of Indian Economy – Primary, Secondary and Tertiary, Performance of different Sectors, Demographic Trends in India and Population Policy, National Income. GDP, NNP, GVA etc
- UNIT - II Economic Development – Definition and Indicators, NITI Aayog, Strategy of Economic Development of India, Make In India, Startup India Skill India
- UNIT- III Concepts of Money supply, Methods of Note Issue, Monetary Policy Inflation. Business Cycle – Definition, Phases, Evil Effects of Business Cycle and Remedial Measures
- UNIT- IV Meaning and Types of Taxes, GST, Budget – Preparation, Different Concepts of Budget Deficit, Fiscal Policy, Union State Financial Relations
- UNIT - V Problems of Indian Economy – Unemployment, Poverty, Black Economy, Price Rise, Economic Implication of Covid - 19

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

**MBA (BE): 301 – ECONOMICS OF DECISION MAKING**

- Unit – I      Meaning, Scope and Significance of Decision Making, Steps in Decision Making Analysis, Types of Decision Making– Decision under Certainty, Risk, Uncertainty, Numerical of Expected Monetary Value and Expected Opportunity Loss
- Unit – II      Transportation Models– North West Corner Rule, Lowest Cost Method, Vogel's Approximation Method, MODI Method, Assignment Model (Hungarian Method)
- Unit – III      Game Theory–Two Persons Zero Sum Games, Maximax and Minimax Principles, Saddle Point, Dominance Property, Methods- Pure and Mixed Strategy Games
- Unit – IV      Replacement Theory– Problems relating to Replacement of Equipment that Deteriorates with Time (with and without change in money value)  
Queuing Theory - Meaning, Benefits, Limitation and Single-Channel Queuing Model
- Unit – V      Linear Programming Problems - Graphic and Simplex Methods, Project Management: Concept, Objectives, PERT and CPM Network Analysis

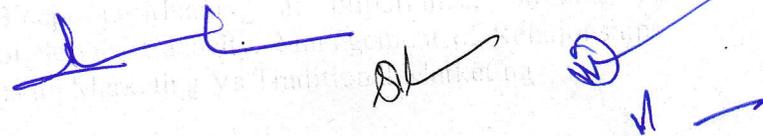
**NOTE:** At least one numerical question from each unit must be asked in Examination.

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

*Elective Generic*

**MBA (BE): 302 – SERVICES MARKETING**

- Unit – I Concept of Services, Characteristics of Marketing Services, Goods vs. Services, Concept of Services Marketing, Significance of Services Marketing, Behavioral Profile of Users, Need of Services Marketing, Role of Culture in Services, Marketing Information System For Services Marketing, Marketing Segmentation For Services Marketing, Consumer Protection in Services
- Unit – II Service Environment: Meaning & Dimensions, Meaning & Factors For Servicescaps, Service Blueprint: Meaning & Importance, Building A Blueprint, Management of Service Capacity, Management of Relationships With Customers; Relationship Marketing Vs Traditional Marketing
- Unit – III Concept of Service Recovery, Effective Service Recovery, Service Expectations: Concept, Levels, Sources, Factors, Service Encounters: Meaning, Types & Importance
- Unit – IV Service Quality: Meaning, Importance & Measurement, Service Quality Gap, Bridging the Service Quality Gap, Reasons for Service Quality Gap, GAP Model, SERVQUAL Model, Development of New service Product, Stages in Development of New Services, Strategic Planning Process
- Unit – V Concept of Marketing Mix, Marketing Mix for Services: Product, Promotion, Price, Place, Expanded, Internal External & Interactive, Emerging Areas of Service Marketing in India and Abroad, Role of Service Marketing in Indian Economy



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

*Elective Centric*

**MBA (BE): 303 (MM) – CONSUMER BEHAVIOUR**

- Unit – I Introduction– Concept of Customer, Consumer and Consumer Behaviour, Importance, Buying Motives & its Types, Buying Roles of Decision-Making, Consumer Decision-Making Process, Customer Satisfaction and Sources of Dissatisfaction, Consumer Research
- Unit – II Individual Determinants- Motivation and its type, Maslow Need Hierarchy Theory, Components & Types of Learning, Learning Theories (Classical, Operant, Information Processing Theory and Involvement Theory), Concept and Process of Perception, Attitude, Meaning, Characteristics, Theories of Personality (Freudian, Trait Theory), Self Concept
- Unit – III Social and Cultural Factors, Group Dynamic, Consumer Reference Group-Importance, Influencing Factors, Types, Reference Group Appeal, Family Life Cycle, Role and Status, Social Class, Culture, Sub Culture, Cross Cultural Consumer Behaviour
- Unit – IV Communication with Consumer– Meaning, 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 Decision-Making Model

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

*Elective Centric*

MBA (BE): 304 (MM) – ADVERTISING MANAGEMENT

- Unit – I Advertising– Meaning, Objective, Scope, Functions, Types, Legal & Ethical Issues, New Trends, Outcomes of Good Advertising, Role of advertising in marketing mix and the advertising process. Advertising Vs Publicity, Advertising Vs. Propaganda, Advertising Vs. Sales Promotion
- Unit – II Advertising Communication System – Marketing Communication & its Process, Model of Advertising Communication- AIDA Model, Hierarchy of Effect Model, Krugman's Effect of Involvement Theory
- Unit – III Advertising Budget- Definition, Methods- Percentage of Sales Method, Objectives and Task Method, Competitive Parity Method, Affordability Method  
Media Planning- Meaning, Process, Types of Media and their Merits and Limitations (Print, Electronic, Outdoor & Transit, Direct Market)
- Unit – IV Advertising Layout- Definition, Principles and Stages, Advertising Appeals- Meaning, Objectives, Kinds, Creativity and Creative Design Process, Advertisement Copy-Meaning, Qualities, Classification, Components
- Unit – V Need of Advertisement for Product launch, Determination of target audience, Advertising media and pre-requisites for selecting advertising media. Advertising measures, Layout of advertisement and advertising appeal, advertising copy  
Advertising Effectiveness- Definition, Importance, Pre and Post Test Methods, DAGMAR Approach - Meaning, Suggestion and Criticism


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

*Elective Centric*

**MBA (BE): 305 (FM) – A : WORKING CAPITAL MANAGEMENT**

- Unit – I Working Capital Management- Definition, Significance, Objectives, Approaches to Working Capital Financing, Sources of Working Capital Finance, Working Capital Forecasting Methods, Tools, Factors, Merits, Demerits  
Numerical Problems of Calculation of Working Capital by Operating Cycle Method and Current Assets & Liabilities Method
- Unit – II Cash Management- Meaning, Objectives, Stages, Merits, Motives for Holding Cash, Factor Determining the Cash Level, Models Of Cash Management.  
Cash Flow Statement - Meaning, Uses and Limitation, Simple Numerical Problems of Cash Flow Statement of Direct and Indirect Method as per AS- 02
- Unit – III Cash Budget- Meaning, Importance, Methods, Numerical Problems of Cash Budget by Receipt and Payment Method  
Management of Earnings-Meaning, Importance, Scope, Retention of Earnings-Meaning, Factors, Merits, Demerits
- Unit – IV Management of Receivables- Meaning, Objectives, Determinants, Importance, Credit Policy- Meaning, Factors, Process, Optimum Credit Policy, Credit Standards-Meaning & Factors, Credit Analysis- Meaning & Steps, Credit Term- Meaning & Components, Collection Policy- Meaning & Aspects
- Unit – V Inventory Management- Meaning, Objectives, Importance, Techniques, Numerical Question of EOQ and Level of Inventory, Methods of Pricing Material Issues- FIFO, LIFO, HIFO and Others

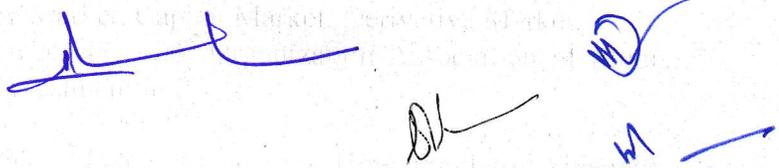
**NOTE:** At least one numerical question from I, II, III & V unit will be asked.

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

*Elective Centric*

**MBA (BE): 306(FM) – A : MANAGEMENT OF FINANCIAL SERVICES**

- Unit – I Financial Services- Meaning, Features, Scope, Needs, Type, Organisation, Challenges and Factor, Regulatory Framework for Financial Services, Innovative Financial Instruments, Financial Crisis 2008
- Unit – II Financial Market: Money Market, Capital Market, Derivative Market. Mutual Funds- Significance, Types & Organization Association of Mutual Fund in India, UTI, Disinvestment in PSUs
- Unit – III Assets Financing Services- Lease Financing, Hire Purchase Financing, Housing Finance, Venture Capital Financing  
Credit Rating Agencies – Need, Rating Methodology, Rating Symbols, Credit Rating Agencies CRISIL, CARE, Moody, Standard & Poor's Fifth Rating
- Unit – IV Factoring- Concept, Mechanism, Functions, Merits and Types, Forfaiting- Meaning, Features, Merits and Demerits, Factoring v/s Forfaiting. Bills of Exchange, Types of Bills, Discounting of Bills
- Unit – V Credit Cards– Meaning, Functioning, Types, Merits and Demerits. Insurance Services – Meaning, Nature, Functions, Limitations, Principles and Kinds, Types of LIC Polices, IRDA



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**THIRD SEMESTER**

*Elective Centric*

**MBA (BE): 305 (PM) – B: LABOUR LAWS**

- Unit – I Factories Act, 1948, Child Labour (Prohibition & Regulation) recommendations of Second National Commission on Labour
- Unit – II Industrial Disputes Act, 1947, Main provision of this Act
- Unit – III Employees State Insurance Act, 1948, Maternity Benefit Act
- 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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**THIRD SEMESTER**

*Elective Centric*

**MBA (BE): 306 (PM) – B: HUMAN RESOURCE DEVELOPMENT**

- Unit – I Human Resource Development- Definition, Objective, Principles, Significance, Difference between Human Resource Management and Human Resource Development, Executive Development- Definition, Importance, Objectives, Process and Methods
- Unit – II Career Planning- Definition, Objectives, Process, Advantage, Limitation and Measures, Career Development, Career Counseling & Strategic Human Resource and Management Employee Counseling- Meaning, Need, Functions, Forms, Objective and Process
- Unit – III Empowerment- Meaning, Elements, Approaches, Importance, Barriers, Factors, Absenteeism-Meaning, Causes, Effect, Control, Absenteeism in India, Stress- Meaning, Causes and Coping, Burnout- Meaning, Causes and Coping
- Unit – IV Labour Welfare- Meaning, Significance, Types, Agencies, Statutory Provisions, Labour Welfare in India, Social Security- Meaning, Scope, Growth of Social Security in India, Basic Knowledge of Social Security Performance Management and Competency Mapping, International Trends in HRD
- Unit – V Human Resource Record- Meaning, Objective, Significance, Types and Principles, Human Resource Research- Definition, Nature, Techniques, Objectives, Human Resource Audit- Meaning, Scope, Objectives, Significance, Reports

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**FOURTH SEMESTER**

**MBA (BE): 401- QUALITY MANAGEMENT**

- Unit – I      Quality- Concept, Approaches, Dimensions, Quality of Design, Quality of Conformance, Quality of Performance, Quality Management - Meaning, 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- Meaning, 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 Standards - Quality System and its Activities, Quality Standards, ISO 9001:2015 and its objectives, ISO 14001:2015, EFQM Excellence Model, Malcolm Baldrige Model, CII-EXIM Bank Award for Business Excellence

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**FOURTH SEMESTER**

*Elective Generic*

**MBA (BE): 402- COMPUTER AND MANAGEMENT INFORMATION SYSTEM**

- Unit – I      Meaning of MIS and Information Systems, Role of MIS, Systems Approach for Problem Solving, MIS Organization within Company Structure, Basic Information System- Financial Information System, Production Information System, Marketing Information System, Personnel Information System, Decision Making and MIS
- Unit – II      Development of MIS - Contents of MIS Planning, Determining the Information Requirements, Development and Implementation of MIS, Proto Type Approach, Life Cycle Approach, Difference between Proto Type Approach and Life Cycle Approach
- Unit – III      Introduction to Modern Digital Computer, Block Diagram of a Computer-Central Processing Unit, Computer Peripherals- Input and Output Devices, Introduction and Use of Memory, Introduction to Computer Instruction and Program, Differences .Between High and Low-Level Programming Language, Motivation of High Level Language, Number Systems, Flow-Chart, Introduction to Computer Software
- Unit – IV      Historical Perspective of Operating Systems, Introduction to MS-DOS Operating Systems, Concepts of Batch Processing, Multi-Programming, Time-Sharing, Real-Time and Multiprocessor Systems, Operating System Services, File Management, File Types, Device Directory, Introduction to Windows, Control- Panel, Desktop, Taskbar, Icon and Shortcut, Introduction to Internet and Intranet- LAN, MAN, WAN and Various Types of Topologies used in Networking, E-Mail
- Unit –V      Introduction to Database Management System (DBMS)- Database File Creation, Types of Fields, Editing and Saving Structure, Listing (Browse, List, Append), Deleting/ Removing, Updating, Sorting, Searching and Viewing Records, Closing Database, Seek, Index, Sort, Time, Date, Mathematical Functions, Printing a Database File and Report

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**FOURTH SEMESTER**

*Elective Centric*

**MBA (BE): 403 (MM) – SALES, DISTRIBUTION & RETAIL MANAGEMENT**

- Unit – I Sales Management- Definition, Strategy Formulation Process, Personal Selling - Meaning, Importance, Patterns, Prerequisites and Process, Types of Selling Positions, Changing Role of Sales Personnel
- Unit – II Managing the Sales Force- Organizing, Selection, Recruitment, Training, Leading and Motivating, Compensation, Monitoring and Performance Appraisal
- Unit – III Sales Organization- Meaning, Importance, Developing a Sales Organization, Types of Sales Organization Structure  
Sales Budgeting- Definition, Purpose and Method, Sales Quotas- Meaning, Importance and Settings
- Unit – IV Introduction to Distribution: Concept of Distribution Channel, Importance of a Channel, Type of Channels Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.  
Retailing -Definition, Importance, Types, Classification of Retailers, Trends in Retailing, Retail Marketing Decision and Positioning Strategies
- Unit – V Physical Distribution- Meaning, Role, Marketing Logistic decisions - Order Processing, Warehousing, Inventory Control (Functions & Methods), Transportation

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**FOURTH SEMESTER**

*Elective Centric*

**MBA (BE): 404 (MM) –STRATEGIC MARKETING MANAGEMENT**

- Unit – I Strategic Marketing Management: Meaning, Components and Hierarchy and types of Strategies, An overview, Historical Perspective, Characteristics & Importance of Strategic Marketing Management, Strategic Analysis and Implementation
- Unit – II Market-Oriented Strategic Planning – Strategic Planning, Scope, levels, Business Strategy, 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, Process, Strategic and Differential Perspective, Branding Decisions and Extension, Brand Image and Personality, Brand Equity and Methods, Brand Positioning, Brand Repositioning, Case Analysis.
- Unit – V Organisational and Global Marketing:- Organisational Marketing, Business vs. Consumer Market, Influencing Factors, Buying Situations, Participants in Business Buying Process, Global Marketing Decisions and Global Marketing Mix Strategies , Holistic Marketing Organisation Management

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**FOURTH SEMESTER**

*Elective Centric*

**MBA (BE): 405 (FM) – A: BUSINESS TAX MANAGEMENT**

- Unit – I Basic Concepts – Assessment year, Previous year, Person, Assesse, Income, Gross Total Income, Total Income, Concept of Residence and Types of Resident, 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- Computation of Income from Business and Profession, Set Off Losses and Carry Forward Losses, Deduction to be made in Computing Total Income of All Assesses
- Unit – III Assessment of HUF: Concept of Hindu coparcenaries, Difference between a Hindu undivided family and a firm, Assessment of HUF, Partition of the Hindu undivided family, Incomes which are not treated as family income. Assessment of Firm and Computation of Total Income and Tax Liabilities of Firms
- Unit – IV Assessment of Companies, Types of Companies, Duties of Principal Officer, Double Taxation Relief, MAT, Computation of Total Income and Tax Liabilities of Company, Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exporters and Tax planning
- Unit – V Assessment Procedure, Types of Assessment, Various Income Tax Authorities and their power, Advanced Payment of Tax, Tax Deducted at Sources, PAN, 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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*Elective Centric*

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

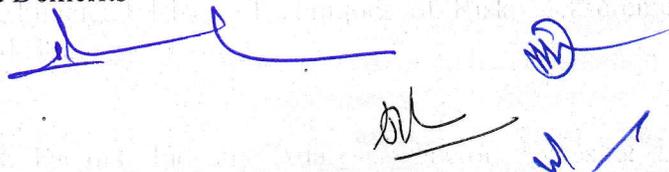
Unit – I Meaning of Investment, Objectives of Investment, Factors, Investment vs. Speculation, Investment vs. Gambling, Investment Process, Investment Avenues

Unit – II Risk– Meaning and Components- Interest Rate Risk, Market Risk, Inflation Risk, Business Risk, Financial Risk, Techniques of Risk Measurement, Valuation of Stock and Bonds

Unit – III Economic Analysis& Factors, Industry Analysis- Factor, Types & Life Cycle, Company Analysis& Factors, Technical Analysis- Meaning, Assumptions, Reasons & Tools , Efficient Market Theory

Unit – IV Portfolio Construction and Selection - Approaches in Portfolio Construction, Sharp Optimal Portfolio Selection Model, Capital Assets Pricing Theory. Portfolio Performance - Sharpe Performance Index, Treynor Performance Index and Jensen Performance Index

Unit – V Primary Market and Secondary Market- Organization, Members and Functioning, Recent Trends, Book Building, Primary vs. Secondary Market, Securities and Exchange Board of India- Objectives, Organization, Role, Limitations and Operations, Listing Securities- Meaning, Requirements, Procedure, Merits and Demerits

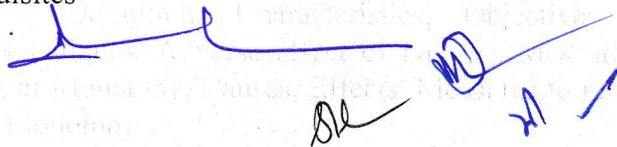


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**FOURTH SEMESTER**

*Elective Centric*

**MBA (BE): 405 (PM) – B: MANAGEMENT OF INDUSTRIAL RELATION**

- Unit – I Industrial Relation – Meaning, Scope and Importance, Components of Industrial Relation System, Prerequisite of Good Fundamentals of Industrial Relations, Meaning of Human Relation, Industrial Relation V/s. Human Relation.
- Unit – II Trade Unionism – Meaning, Features, Functions, Evolution of Trade Union, Structure of Trade Union in India, Inter Union Rivalry, Rights of Recognized Compensation and Reward Management, Code of Conduct of Trade Union, Concept of Workers Education  
Industrial Conflict – Meaning, Classification, Impact and Causes, Meaning and Types of Strikes, Right to Strikes, Lockout
- Unit – III Industrial Psychology - Definition, Characteristics, Objectives and Application, Meaning of Fatigues, Adverse effect of Fatigue, Measures to Avoid Fatigue, Meaning of Monotony, Causes, Effects, Measures to remove Monotony, Fatigues Vs. Monotony  
Labour Economics-Meaning, Importance, Demand and Supply of Labour, Growth of Industrial Labour in India
- Unit – IV Collective Bargaining - Significance, Principle, Content, Conflict management and problem solving Process of Negotiations, Collective Bargaining in India Prerequisites of Collective Bargaining, Levels of Agreement
- Unit – V Worker's Participation in Management - Meaning, Objectives, Importance and Forms, Merits and Demerits of WPM, WPM in India, Evaluation of WPM, Profit sharing - Meaning, Characteristics, Advantages & Disadvantages, Co-Partnership- Meaning, Advantages & Disadvantages, Profit Sharing Vs Co-Partnership, Industrial Democracy - Meaning, Scope, Significance and Prerequisites



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**FOURTH SEMESTER**

*Elective Centric*

**MBA (BE): 406 (PM) – B: ORGANISATION DEVELOPMENT AND INTERVENTION  
STRATEGIES**

- Unit – I      Organization Development- Meaning, Characteristics, Process, Benefits, Limitations, Issues and Ethics
- Unit – II      Organization Diagnosis, Organizational Analysis, Purpose of Organizational Analysis  
Models of OD - Larry Greener's Model, H.J. Leavitt's model, Lewin model  
Moral – Definition, Factor Influencing Moral, Impact of Moral on Productivity, Moral building
- Unit – III      Meaning of Change and Change Agent, Role of Change Agent, Forces for Change, HR Manager - Talent Acquisition Resistance to Change, Overcoming Resistance to Change  
Stress Management-Meaning, Potential Sources of Stress, Consequences of Stress, Coping strategies for Stress
- Unit – IV      Intervention- Meaning, Structuring, Factors affecting Choice of Intervention, Classification /Types of Intervention Activities,  
Cross Culture and International Human Resource Management Techniques and Exercises of Team Building, Inter-group and Third Party Intervention
- Unit – V      Comprehensive Intervention- Meaning, Wesbord's Future Search Conference Model, Backhard's Confrontation Meeting, Survey Feedback, Schein's Cultural Analysis  
Managerial Communication and Skill Development, Socio-technical System, T-Groups, Behaviour Modeling, Life and Career Planning, HR Manager - Talent Acquisition

