JIWAJI UNIVERSITY
GWALIOR

Syllabus

SUBJECT
MBA GENERAL
THREE YEAR COURSE

SCHOOL OF STUDIES IN
DISTANCE EDUCATION
SCHOOL OF STUDIES IN DISTANCE EDUCATION
JIWAJI UNIVERSITY, GWALIOR

Syllabus

MBA (Three Year) Course

Scheme of Examination of First Year

Each theory paper marks are divided into two parts:

- Theory paper will be of 70 marks for which minimum pass marks are 21.
- Assignment will be of 30 marks for which minimum pass marks will be 12.
- In aggregate passing marks should not be less than 40%.

<table>
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<th>Title of the Paper</th>
<th>Max.</th>
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<td>Business Communication Skills</td>
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<td>Managerial Economics</td>
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<td>Quantitative Techniques</td>
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<td>Organizational Behaviour</td>
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Note:-
A candidate failing in two subjects shall be allowed to appear in (Distance mode) supplementary examination held with next examination.
Syllabus : DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper - 101
MANAGEMENT CONCEPTS AND PROCESSES

DEMBA 101

Course Objective :- The objective of the course is to help the students again an understanding of the functions and responsibility of the management which will serve as a foundation for the study of most of the functional areas in the MBA Programme.


Approaches to Management – Commodity, Paternalistic, Behavioural, Process, Systems and Contingency.

Unit – 2 Planning – Concept, Process, Types and Significance, Types of Plan, Objective Setting: Concept, Types and Process of Setting objectives; MBO.: Concept, Process and Managerial Implications, Decision Making: Concept, Process, Types and Techniques of decision making.


Recommended Books :

1. Kooutz O'Donnel & Weilrich - Elements of Management
2. Newmann & Summer - Process of Management
3. R.D. Agrawal - Organisation and Management
4. Peter Drucker - Practice of Management
5. L.M. Prasad - Principle of Management
DE MBA 102

Course Objective :- The main objective of this course is to provide the students an application and the use of the concepts and tools of business communication and research to make them able in convincing presentation and to analyze real world business situation for effective managerial decision making.

Unit – 1 Oral Communication Skills – Concept and process of communication, Oral Communication Skills, Listening and Feedback skills, Effective presentation, Meetings, Committees, Conferences, Public Speech, Interviews, Basic Negotiation skills.


Unit – 3 Report Writing – Structure and Style.


Unit – 5 Data Management and Marketing Research – Methods of Primary and Secondary data collection, techniques of data analysis.

Marketing Research : Importance, Types (Customer, Competitive, Product, Market, Sale analysis, Advertising and Motivational).

Recommended Books :-
2. IBS Course Material - Business Communication Skill
3. R.C. Sharma & Krishna Mohantala Writing - Business corresponding and Report Writing
4. Homani Pradhan - Business Communication
Syllabus : DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper - 103
MANAGEMENT ACCOUNTING

DEMBA 103

**Course Objective :** The main objective of this course is to provide the students an understanding of the basis concepts of accounting as it may same as an information and interpretation tools.


**Accounting Records and system** – Journal, Ledger and Preparation of Trial Balance and Final Accounting (Basic Problem only)

**Unit – 2 Accounting and Major Cost Concepts** – Concepts and classification of cost, Methods and Techniques of Costing, Managerial Costing and Break even Analysis, Standard Costing and Various Analysis - Computation of Material and Labour variance only.


**Unit – 4 Statement of Change in Financial Statement** –

**Fund Flow Analysis** – Meaning and Concept of Funds and fund flow, significance importance and limitation of fund flow statement.

**Cash Flow Analysis** – Comparison between fund flow statement and cash flow statement, significance and time taken of cash flow statement, Preparation of cash flow statement.

**Format of Companies Balance sheet** – (No Numerical Questions)

**Unit – 5 Budgeting and Budgetary Control** – Meaning Objective and Characteristics of Budgetary Control, Advantages and Limitation of Budgetary Control, Preparation of Sales Budget, performance Budgeting, Concept of Management Audit and Responsibility Accounting.

**Recommended Books :**
1. Robert Anthony - Management Accounting
2. Khan & Jain - Management Accounting
4. Hingo Rani, Ramnattan and Grewal - Management Accounting
5. Bhattacharya & Dearden - Test and Cases Accou. for Mana.
8. G.M. Pandey - Management Accounting
9. S.N. maheshwari - Management Accounting
Paper - 104
MANAGEMENT ECONOMICS

DEMBA 104

Course Objective: The Objective of this Course is to provide the students an application and the use of the concepts and tools of economic analysis in relation to managerial decisions making and to enable them to understand the economics governing industry & business.


DEMAND ANALYSIS: Law of Demand, Factors affecting, Demand, Elasticity of Demand & Demand Forecasting.

Unit – 3 Production and Cost Analysis – Production Function with one Variable input or Law of Variable Proportion, Production Function with Two Variable Input or Isoquant Production Function with All Variable Input or Return to Scale. Law of Supply Factors Factors Affecting Supply & Elasticity of Supply. Classification of Cost.


Recommended Books:
1. R.L. Varshney - Managerial Economics
2. P.L. Mehta - Managerial Economics
3. G.S. Gupta - Managerial Economics
4. Joel Dean - Managerial Economics
5. Mote, Panl & Gupta - Managerial Economics
6. Peterson and Levis - Managerial Economics
7. Adhikari - Managerial Economics
8. Ready, P.N. - Essential of Managerial Economics
9. Dwivedu, D.N. - Managerial Economics
DEMBA 105

Course Objective :- The Objective of this Course is to acquaint the student with simple quantitative technique that are helpful in Managerial decision-making & problem solving Emphasis will be given on application rather than on theoretical derivation.

Unit – 1 Business Application of Arithmetic progression and Geometric progression, Addition, subtraction, Multiplication of Matrices, Inverse of matrix, Solution of Linear simultaneous with the help of matrices. Limits, Differentiation of single variable (Excluding trigonometric Functions). Simple Business Application problems of maxima and minima for functions of one variable.

Unit – 2 Computation and Business application of Mean, Mode, Median, Geometric and Harmonic means, standard deviation coefficient of variation simple, Multiples and Partial correlation. Simple regression estimating multiple regression (relationship among three variables).

Unit – 3 Probability – Addition and Multiplication theorems, Bayes theorem (Simple problems) Theoretical Distribution – Binomial, Poisson and Normal Distribution.

Unit – 4 Theory of Sampling, test of significance for large and small samples, T-test and F-test and Analysis pf variance (up to two way classification).

Unit – 5 Analysis of Time Series – Importance and components of time series, computation of 1st degree trend by the method of least square, Seasonal variation Index by simple average method.

Non Parametric Method – Introduction to non parametric statistics, Chi square test, the Sign test for paired data, Ranks sum test; the Kruskal Wallis test the one sample runs test.

Recommended Books :-
1. Kothari, C.R. - Quantitative Techniques
2. Gupta, B.N. - Statistics
4. Gupta, S.P. - Statistics Methods
5. Elhance and Agrawal - Fundamental of Statistics
DEMBA 106

SPES Objective: To impart an understanding of social, economic and political environment influencing the executive decision making in India and to appraise the students with the business and economic environment of the country.


Unit – 4 Economic Environment – SEBI – its Role, FIPB – its Role, Fiscal and Monetary Policies, Policy of Liberalization and Globalization, Foreign Capital and Technology, Export and Import Policy, FEMA.

Unit – 5 Technological and Ecological Environment – Choice of appropriate technology, Technology transfer – status of technology in India, Role of MNCs in India an Economy, Problem of pollution and its control, Role of business and management in controlling pollution.

Recommended Books:

1. Khera, S.S. - Government and Business
2. Cherunilam, F. - Business Environment
3. Adhikari, M. - Economic Environment of Business
4. K. Aswathapa - Essential of Business Environment
5. Ghosh, P.K., Kapoor & G.K. - Business Society
6. Dwijendera Tripathi - Business Politics in India
7. Kohli and Restura - Business Environment
Syllabus : DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper - 107
ORGANISATIONAL BEHAVIOUR

DEMBA 107

Course Objective :- To impart conceptual knowledge of organizational behaviour and to develop skills useful for understanding, predicting and dealing with human behaviour problems in purposive organizations.

Unit – 1 Introduction – Organisation and Organisation Behaviour, Key Determinants of behaviour in Organisatin, Goals, Element and focus of O.B. Historical Development of O.B. and Contributions of other disciplines to O.B. O.B. models and their implications.

Unit – 2 Biological foundation of Human Behaviour –
Personality : Concept, determinants, affect of personality on Behaviour, Personality traits, theories and test of Personality.
Learning: Definition, theories, Shaping and learning Curves.
Attitudes: Concept Characteristics functions, and formation of attitude; Measurement of attitudes, Cognitive Dissonance theory.
Perception: Concept, process and factors attecting it.

Unit – 3 Group Dynamics – Concept, Characteristics types, Stages of Group Development, Group Behaviour models, Group Cohesiveness, Group norms, Group think and group shift.
Work Teams :Group V.s. teams, Types Creating high performance teams, Turning Individuals into team players.

Unit – 4 Organisational Power Structure and Leadership Patterns: –
Power : Meaning and Types, Distinction between Power, Authority and influence Contingency approaches to power.
Leadership : Meaning, traits of an effective leader, leadership behaviour, leadership styles, managerial grid, Fiedler’s Contingency Model.

Unit – 5 Organisational Changes and Development –
Organisational Changes : Definitions, Goals of OC, forces for change, Resistance to change, Overcoming Resistance and managing Organisational change.
Organisational Development: Concepts, values, techniques, Organisational Culture and climate, Organisational effectiveness, Management of Stress and conflict in Organisations.

Recommended Books :-

1. Luthans Fred - Organisational Behaviour
2. Davis, Keith - Human Behaviour at work
3. Prasad, L.M. - Organisation Theory and Behaviour
4. Robbins Stephen, P. - Organisation Behaviour
6. K. Awasthapa - Organisation Behaviour
DEMBA 108

Course Objective :- The aim is to make the students familiar with the fundamentals of Computer and with the working of the Computer and the different uses of the Computer in industry.

Unit – 1 Generations of Computer, Microprocessors, Data representation, Number Systems (Decimal, Binary, Octal, Hexadecimal and their inter-relationships), Binary Coded Decimal, Alphanumeric Representation, 1st and 2nd complement, Digital Logical Circuits, Boolean algebra, Logic gates, Combinational Circuits, Multiplexer, Decoders, Adders, Flip-flops.

Unit – 2 Random Access Memory – Ferrite – Core memories, Semiconductor memories, ROM, Optical memories, CD-ROM, WORM, Erasable optical disk, Catch memory, Input/Output Devices, Functions of I/O module, Interrupt.


Unit – 4 Internet, E-mail & Multimedia –

Internet : Concept & Definition, Types of Internet connectin, Modem.
E-mail – An Introduction, E-mail Address, Newsgroups, W W W and different Browsers.
Multimedia – Introduction and Application of Multimedia.


Suggested Reading :

1. Fundamental of Computer (Second Ed.) by V. Rajaraman & H.M. Dietel
2. An Introduction to operating systems Addison Wesley, Reading, Mass, 1984
5. BASIC Computer Programming by Er. V.K. Jain, Pustak Mahal, Delhi
6. Programming FOXPRO 2.58, 2.6 (W/D) by Lisking, BPB.
SCHOOL OF STUDIES IN DISTANCE EDUCATION
JIWAJI UNIVERSITY, GWALIOR

Syllabus

MBA (General) Three Year Course

MBA (General) Year - II

Scheme of Examination of Second Year

Each theory paper marks are divided into two parts:

- Theory paper will be of 70 marks for which minimum pass marks are 21.
- Assignment will be of 30 marks for which minimum pass marks will be 12.
- In aggregate passing marks should not be less than 40%.

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DEMBA 201

Course Objective :- To course is oriented towards the exposition of the various operational problems in the area of Production and management and the tools and the techniques used in the process of decision making in the area.

Unit – 1 Introduction - Basic concepts: Meaning objectives and Function of Production Department with other Departments, Major Decisions – making in production Management.

Unit – 2 Production and Planning Control – Objectives of Production Planning and Control, Objectives, Levels, Problems and Importance of Production Planning, Procedures for Production Planning and its Categories, meaning, objectives and Necessity of Production Control, Techniques of Production Control : Programming, Ordering, Dispatching Follow up Advantages of Production Control.

Unit – 3 Inventory Control – Objects and Importance of Inventory Control, Factors affecting Inventory Control Policy, Relevant Costs in Inventory Control, Methods of Inventory Control, EOQ, and Economics Lot size Recorder level, Determination of Buffer Stocks. An overview of Logistic and supply chain Management. Need application and capacities of Business Process Reengineering.

Unit – 4 Location and Layout – Plant Location – Importance of Plant Location, Relocation, Factors Responsible for plant location Choices, Location Analysis, Selection site.


Recommended Books :-
1. B.S. Goyal - Production and Operations management
2. Chunawala & patel - Production & Operations Management
3. Buffa E.S. - Operations Management
5. S.N. Chary - Production management
6. K.K. Ahuja - Production management
7. Raymond R. Mayer - Production & Operations Management
8. Wild R. - Concepts for Operations Management
10. Stephanon, F. Spegl - The Manufacturing Challenges form concepts to Production
11. Jaffrey M. Lowenthel - Re-engineering the Organization
DEMBA 202

MARKETING MANAGEMENT

Course Objective: The objective of the course is to provide an understanding of the underlying concepts, strategies and issues involved in exchange of products and services between the firms and markets.

Unit – 1 Marketing: An Overview –

Unit – 2 Product and Price Management –

Unit – 3 Promotion and Distribution Management –
Promotion Management – Concept of Marketing Communication, Marketing Communication Process, Promotion Concept, Types of Promotion and Promotion Mix, Advertising (Nature, Scope, Role, Importance, Developing ad programme), Sales Promotion (Purpose, Decisions and Types), Personal Selling (Designing and managing Sales force, Principles of P.S.), Public Relations (Decision in P.R.).
Distribution Management – Role, Importance, Types, Levels, Influencing factors, Channel design and management decisions, Physical Distribution (Importance and Types), Retailing and Whole selling Types, Fronds and Decision.

Unit – 4 Marketing and Different Fields –
Direct Marketing – Growth and Benefits and Major Channels of Direct Marketing Customer database and Indirect marketing.
E-Commerce and Online Marketing – The Online Customer, Online Marketing: its advantages and disadvantages, Conducting Online Marketing, The promise and Challenges of Online Marketing.

Unit – 5 Marketing Information System : CRM –

Recommended Books:
Course Objective :- The objective of this course is to develop a conceptual framework of Finance Function and to acquaint the participants with tools, techniques and process of Financial Management in the realm of financial decision making.


Unit – 3 Management of Working Capital – Meaning and Concept of making capital, Sources of working capital and factor affecting working capital, Management of cash, Recurable Management and optimum Credit Policy, Management of Inventory.


Recommended Books :-
1. S.N. Maheshwari - Financial Management
2. Khan & Jain - Financial Management
3. I.M. Pandey - Financial Management
4. Prasanna Chandra - Financial Management
5. S.C. Kuchhal - Financial Management
7. Weston Brigham - Managerial Finance
8. L.K. Bhandt - Analysis of Financial management
DEMBA 204

Course Objective :- The course aims at providing a conceptual framework on Management of Human Resources and familiarizing students to deal with Human Resource problems in the organization and understanding the Indian policies practices.


Unit – 2 Staffing Policy – Recruitment – Sources and methods, selection – Purpose – uses need and steps of Job analysis, Job description and Job specification, Placement, Induction, Transfer, Promotion, Demotion and Separations.


Unit – 4 Industrial Relations – Concept of Industrial Relations, Managing Industrial Relations, Collective bargaining – An overview, fringe benefits, Financial and non financial incentives, Labour problems in India.


Recommended Books :-
1. V.P. Michael - Human Resource Management
2. R.S. Dwivedi - Management of Human Resource
3. Flippo E. - Personnel Management
4. Dale Foder - Personnel Management and Industrial Relations
5. C.B. Manuorea - Personnel Management
DE MBA 205

Course Objective :- To main objective of this course is to familiarize the students with the legal framework of Indian Republic under which Indian Business has to operate. The study will cover only of substance laws relating to the following Acts.


Unit – 3 Partnership Act 1932, Law relating to sale of goods.

Unit – 4 Companies Act 1956, Companies Law relating to formation and financing of Joint Stock companies, Management of Share Capital.

Unit – 5 Management of joint stock companies in India appointment role, Functions, Duties and Liabilities of Company Directors and Managing Director.

Recommended Books :-

1. N.D. Kapoor - Mercantile Law
2. V.K. Batra, & N.K. Kolra - Mercantile Law
3. P.K. Malik - Industrial Law
4. M.C. Kuchhal - Mercantile Law
5. R.C. Chawla & Garg - Mercantile Law
6. O.P. Gupta - Mercantile Law
7. O.P. Gupta - Mercantile Law
8. Varshney - Mercantile Law
DEMBA 206

Course Objective :- The course aims at acquainting the students with some major Operations Research Techniques and Quantitative Techniques and also the application of these techniques to business problems.

Unit – 1 Introduction of Operations Research – Definition and Evaluation of or, Characteristics and Scope of or, Management Application of or, Types of Model, Methodology of or.

Unit – 2 Linear Programming – Introduction of Liner Programming; Formation, Graphical Solution. Simplex Method Concept of Duality.


Unit – 5 Queuing Replacement Problems and Statistical Quality Control – Queuing Theory – Basic Components of Queuing System, Assumption in Queuing Theory. Problems relating to model (M/M/1 : (X/FC/FS) without proof. Elements of Replacement Theory – Problems relating to replacement of Equipment that deteriorates with time with and without change in time money value. Statistical Quality Control – Control charts for variables and control charts for attributes.

Recommended Books :
1. Levin, Rubin and Stinson - Quantitative Approaches to Management
2. Bierman, Bonini & Hansman - Quantitative Analysis for Business Decision
3. Miller & Likberman - Introduction to Operations Research
4. N.D. Vora - Quantitative Techniques in Management
6. V.K. Kapoor - Operations Research
7. Gupta & Manmohan - Problem in Operations Management
8. Hira Gupta - Operations Management
9. S.D. Sharma - Operations Management
11. Kanthi Swarup - Operations Research
DEMBA 207

**Course Objective :-** The main objective of the course is to develop the perspectives of the management of Total Enterprise from the point of view of Top Management.


Unit – 2 **Strategy Formulation** – Corporate Mission and objectives, Environmental appraisal, Organizational, Different Strategic alternatives and process of Strategic choice.


Unit – 4 **Strategy Evaluation** – Nature and process of Strategic evaluation and control, Types and Techniques of Strategic and operational control organizational Systems and Evaluation.

Unit – 5 **Case Studies on Strategic Management** –

**Recommended Books :-**

1. Azhar Kazmi - Organisation and Management
2. Hungerb & K wheelen - Strategic Management
3. L.M. Prasad - Business Policy and Strategic
4. Willian Gluck - Business Policy Strategic
Syllabus : DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper - 208
MANAGEMENT INFORMATION SYSTEM

DEMBA 208

Course Objective :- The objective of the course is to develop understanding among the student regarding the management information.


Recommended Books :-
2. Ross and Murdick - Information System for Modern Management
3. Kantar Jerone - Management Information System
Scheme of Examination of Third Year

(Select any two groups out of four)

Each theory paper marks are divided into two parts:

- Theory paper will be of 70 marks for which minimum pass marks are 21.
- Assignment will be of 30 marks for which minimum pass marks will be 12.
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Note:- A candidate failing in two papers shall be allowed to appear in (Distance mode) supplementary examination held with next year examination.
Group – I Marketing Management

Paper - 301
CONSUMER BEHAVIOUR

DEMBA 301
Course Objective :– The objective of the course is to provide an understanding about the customer needs and various factors effecting his behaviour and complexity of the decision making unit and process n both consumer and industrial markets.

Unit – 1 Consumer Behaviour : An Introduction –

Unit – 2 Individual Determinants of Consumer Behaviour –
Personality and Self Concept – Nature of Personality, Measuring Personality, Personality Theories (Freudian, Neo-Freudian and Trait Theory), Personality and Consumer Diversity, Self Concept Development, One or Multiple selves, Makeup of Self Image, Extended Self, Alerting Self.
Attitude – Definition, Characteristics, Functions, Sources of Attitude Development, Attitude Theories (Congruity Theory, Balance Theory, Cognitive dissonance, Multi attribute Models), Attitude formation, Attitude Change.

Unit – 3 Environmental Influences on Consumer Behaviour –
Family – Foundation, Significances, Family and Households Family Decision Making and Life Cycle.
Culture – Characteristics, Measurement, Values, Cultural Change and Counter Culture, Subculture (Nationality, Religious, Geographic, Age, Sex), Cross Culture (Need, Decision areas, Analysis).
Unit – 4 Consumer Decision Process –
Personal Influence – Nature and significance of Personal influence, Communication and influence flow, Dynamics of opinion leadership process, Methods to measure opinion leadership (Self Designating, Sociomatric, Key Informant, Objective), Profile of Opinion Leader frequency of opinion Leadership. Two step flow of Communication Theory, Firms Promotional Strategy.


Consumer Decision Making – Four views of Decision making, Levels of decision making, Process, Purchasing Process (Choosing a store, Purchasing Patterns), Post Purchase Evaluation.


Unit – 5 Additional Dimensions of Consumer Behaviour –


Consumer Behaviour to Profit and Non Profit Marketing – (Health Care, Political, Social causes, Environment Marketing).

Recommended Books :-
1. Schiffman and Kanuk - Consumer Behaviour
2. David L. Loudon & Albert J. Della Bitta - Consumer Behaviour
4. Yogesh Upadhyay - Consumer Behaviour
Syllabus:
DE MBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper - 302
ADVERTISING MANAGEMENT

DEMBA 302

Course Objective :- The main objective of the course is to make students familiarize with concepts, tools and techniques of advertising management.

Unit – 1 Advertising : An Overview –

Advertising World – What is advertising ? Role of Advertising, Reasons for Advertising, Advertising and M. Mix, Advertising as translation of product concept into customer benefits, as a information, as a tool of consumer welfare, use and effect of picture and colour in advertising Types of Advertising, Legal and Ethical issues in Advertising.

Unit – 2 Campaign Planning and Advertising Decision –

Advertising Decision – Advertising Budget, Advertising Appeals, Media, Concept of media, Media Selection, Media Planning Process, Types of Media (Print Media, Electronic Media, Outdoor and Transit Media, Direct Marketing and Cinema), Ad-Effectiveness (DAGMAR Approach, Pre testing and Post testing all medias, Various approach).

Unit – 3 Creativity in Advertising –
Message Design – Message Design and positioning, Gap between a copy writer and audience, Message presentation, Message Structure, Message format, Message development, Negative advertising, Visualization.

Advertising Copy – Advertising copy for Print Media, advertising copy for Radio, TV and Outdoor Media.

Unit – 4 Layout Preparation –
Layout – Components, Background, Border, Caption, Coupon, Decoration, Heading, Illustration, Photographic, Animal Illustration, Mascot, Name plate or Logo, Slogan, Space, Balance/Weight and movement in layout, Optical Center, Format of Layout.

Advertising ART – Position, Right and left hand advertisements, Top Bottom, Division, Emphasis, On-Background, Caption, Heading, Text, Introduction, Lettering, Space and Proof Correction, Demise of the paste-up-Artist.

Unit – 5 AD Production –
Print and Production, TV Commercial Production, AD film production, Animation films production, Computer Graphics.

Recommended Books :-
2. P.K. Agarwal - Advertising Management
3. Frank Jefkins - Advertising
Syllabus: DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper-303
INTERNATIONAL MARKETING

CODE – 303

Course Contents

UNIT – I
International Marketing - An Overview, challenges, Concept of Global Marketing
Major Participants in International Marketing, Balance of Payment theories of International Trade,
Forms of International Business.

UNIT –II
Scanning International Marketing Environment.
Risks in International Marketing, Environmental Analysis – Economic, Commercial, Social,
Cultural, Political, Regional, Legal and Trading (Trade Barriers) Environment,
State Trading, International Market Selection and market Entry Strategies.

UNIT- III
International Marketing Strategies.
Product Strategies – Product Concept, PLC, NPD, Branding, Packaging and Labelling,
Alternative Product strategies and product communication strategies,
International Pricing – Pricing Concept, Objectives, Factors, Pricing methods/approaches, Transfer Pricing, Dumping,
Retrograde pricing.
Advertising, Personal Selling, Sales Promotion, sponsorships, Trade fair and Exhibitions.

UNIT – IV
Export and Import Management –
Export Management – Export Promotion, Export financing (Sources of Funds), Role of Export houses, Export Procedure and documentation.
Import Management – The Import Process, Types of Importers, Import procedure and Documentation.

UNIT – V
International Economics Institutions –
Regional Economic Integrations - Free trade areas, Custom Unions, Monetary Unions,
Common Markets, The global economy Economic Institutions – IMF, IBRD or World Bank, WIPO and WTO.
READINGS:

Francis Cherunelam, International Marketing, Himalaya Pub.
Syllabus : DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper – 304
STRATEGIC MARKETING

CODE – 304

Course Contents

UNIT I  Marketing Strategy : An Overview – Strategic Marketing
Management : Concept, Characteristics and Trends; Marketing Issues at Different Levels of Strategy; Marketing’s Role in Formulating and Implementing Strategies; Process of Formulating and Implementing Marketing Strategy.

UNIT II  Strategic Analysis:
Understanding market opportunities – Customer Analysis; Competitor Analysis; Marketing Analysis; Environment Analysis and dealing with Strategic uncertainties. Internal Analysis.

UNIT III  Decisions in Marketing Strategy:
Corporate objectives and growth strategies – their marketing implications; Business strategies and their impact on marketing strategy; Identification and selecting marketing segments; Differentiation strategy : concept, importance and sources; Positioning: types, process and analytical tools for positioning decisions.

UNIT IV  Markets and Marketing Strategy –
Marketing strategies for new market entries, growth markets, mature and declining markets and new economy.

UNIT V  Implementation and the Planning Process –
Designing appropriate structures and process of implementing different strategies; Marketing plans; Marketing metrics – Process Of designing marketing metrics, strategic monitoring systems and marketing metrics.

READINGS
Main Text/s David A. Aaker, Strategic Market Management, Wiley.
Supplementary Texts Orville C. Walker, John W. Mullins, Harper W. Boyd and Jean-
Claude Larreche, Marketing Strategy, TataMcGraw Hill.
Alan R. Andreasen and Philip Kotler, Strategic Marketing for Profit Organisations, Prentice Hall of India.
Syllabus : DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

**Group – II Financial Management**

**Paper - 301**

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**DEMBA 301**

**Course Objective**: The objective of this course is to familiarize the students with the techniques and areas of security analysis and portfolio management.

**Unit – 1 The Investment Environment** –

**Unit – 2 Security Analysis or Common Stock Analysis** –

**Unit – 3 Risk and Return** –


**Unit – 4 Security Market in India** –

**Unit – 5 Portfolio Management** –
Introduction to Portfolio Management, Capital Market Theory, Portfolio Selection Models – Marketing Theory, Sharpe single under model, Portfolio Selection – Utility Theory and Indifference curve, Classification of Managed Portfolio.

**Recommended Books**:

1. Preeti Singh - Investment Management
2. Fisher and Jordon - Security Analysis and Portfolio Management
3. Elton and Griber - Modern Portfolio Theory and Investment Analysis
4. V.A. Aradhari - Capital Marketing Management
5. Bhalla - Investment Management
Syllabus:

DE MBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper - 302
PROJECT MANAGEMENT

DEMBA 302

Course Objective: The objective of this course is to expose students to all aspects of project management covering project formulation, evaluation, implementation and control. The course will help students to prepare project reports for projects selected by them.

Unit – 1 Introduction – Concept of project management, characteristics of a project, categories of project, project life cycle, phases, tools and techniques for project management. Project management and its problems, roles and responsibilities of project manager.


Unit – 3 Project Implementation Stages – Initiating the project, specifying and scheduling the work, clarifying authority, responsibilities and relationships obtaining resources. Establishing control system directing controlling bottlenecks in project implementation guide lines of planning commission for effective implementation of the project. Pre-requisites for successful project implementation.

Unit – 4 Project Evaluation – Objectives of project evaluation, types of project evaluation. Appraisal criteria – Net present value, benefit cost ratio, internal rate of return, pay back period, investment appraisal. Indian practices of investment appraisal techniques in US, Germany and Japan. Project evaluation under uncertainty.

Unit – 5 Project Management – Forms of project organisation, project planning, project control, human aspect of project management. Pre-requisites for successful project management. Net work techniques in project management.

Recommended Books:
1. Dr. Prasanna Chandra - Project Planning Analysis Selection and Implementation
2. Patieck Healey - Project Management
3. David Niekson, Suzy, Siddo - Management Project
4. United Nation - Quantitative Techniques in Management
5. UNIDO Publication - Oxford & 9BH guidelines for Project Evaluation
6. Dr. Prasanna Chandra - Project Planning Appraisal Budgeting and Implementation
7. Goyal - Project Management
8. P.C.K. Rao - Project Management and Control
Syllabus: DEMBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

Paper - 303
INTERNATIONAL FINANCIAL MANAGEMENT

DEMBA 303

Course Objective: The objective of the course is to provide the students and appreciation and use of concepts and techniques of financial management in relation to global financial market as well as financial transaction relating to international market.


Balance of Payment – Components of Balance of Payment, Disequilibrium of Balance of Payment and measures to remove disequilibrium, Different Approaches of Adjustment of Balance of Payment.


Unit – 3 Foreign Exchange Market – Concept and distinctive features of Foreign Exchange Market, SPOT Market, Forward Market, Types of Transactions and Settlement Dates, Exchange rate Quotations and Arbitrage, Relationship between Forward rate and Future Spot rate, Foreign Exchange Market in India

Exchange Rate Determination and Forecasting – Exchange rate and factors influencing it, Exchange rate Quotations, Forward Market Quotations, Relationship between Exchange Rates, inflation Rates and Interest Rate, Determination of Exchange Rate in Spot Market and in forward market, Need of Exchange Rate Forecasts, Techniques of Exchange Rate Forecasting, Forecast in a controlled Exchange.


Financial Swaps – Interest rate Swaps and Currency Swaps.


Recommended Books:
1. V.K. Bhalla - International Financial Management
2. V.K. Bhalla - Global Business
3. Apte - International Financial Management
4. Sharon - International Financial Management
5. Shipro - Multinational Financial Management
Paper - 304
FINANCIAL SERVICES

DEMBA 304

Course Objective :- The objective of the course is to provide an understanding of the underlying concepts, strategies and issues involved and working of final services.

Unit – 1 Introduction – Evolution and Role of Financial Services Companies in India, Indian Financial System Organisational structure, Financial System and Economic Development – Meaning, Basic functions, Rudimentary Finance, Direct Finance and Indirect Finance, Non Banking of NBFCs/MNBCs/RNBCs, RBI Functions.

Unit – 2 Leasing Financing and Hire Purchase –
Lease – Meaning type of Leasing, Financial Evaluation of Leasing : Lease; Point of View, Lessors Point of View.
Economic Pros and Cons of Leasing : Advantage and Limitation from Lessee and Lessor Point of View.

Unit – 3 Consumer Finance –
Bills Discounting – Types of Bills, Discounting of Bills of Exchange, Purchasing of Bills, Drawer Bills and Drawers Bill, Refinance facility from RBI.
Credit Cards – Functioning of credit Cards.


Unit – 5 Financial Intermediaries and Credit Rating –
UTI – Objective, Working, Resources and Functions.
Credit Rating – Meaning of Credit and Rating Symbols by Crisil, Icra and care.

Recommended Books :-

1. M. Y. Khan - Indian Financial System
2. M. Y. Khan - Financial Services
3. S. N. Maheswari - Banking Law and Practice
5. India Introducer of Banker - Introduce to Foreign Trade Foreign Exchange and Risk Management
6. Shekhar & Shekahar - Banking Law and Practice
Paper 305
Training Report and Viva-Voce

Group – III  Human Resources Management

Paper - 301  
HUMAN RESOURCE DEVELOPMENT

DEMBA 301

Course Objective: To impart the students to take on the challenges world of HRD and to develop skills for increasing effectiveness of a performance appraisal system.

Unit – 1  HRD – Role of HRD department, Human Resource Planning – Concepts, Significance, need and approaches to HRP, Methods and Techniques of demand forecasting and supply forecasting.

Unit – 2  Training – Concept of Training, Importance of training, Training need identification, Training Methodology and Methods, qualities of an effective trainee. Evaluation of Training programmes. Why training fails?


Recommended Books:

1. Pareek and Rao - Designing and Management Human Resources
2. Garry Demeler - Human Resource Management
3. Dwivedi - Personnel Management
5. E. Flippo - Personnel Management
6. T.V. Rao - HRD Audit
DEMBA 302

Course Objective :- To impact knowledge of the contents of Laws relating to Industrial relations of Labour Welfare and to enable the student to intercept and apply these laws.


Recommended Books :-
1. Kapoor, N.D. - Industrial Law
2. Mishra, S.N. - Labour and Industrial Law
3. Sethi, K.L. - Indian Labour Legislations
4. Malik, P.L. - Industrial Law
5. Chakaraborty - Labour Law in India
DE MBA Three Year Course, SOS in Distance Education, Jiwaji University, Gwalior

**Paper - 303**

**INDUSTRIAL RELATIONS**

**DEMBA 303**

**Course Objective :-** To enable students to deal with particular industrial relations situations in a constructive manner with special reference to Indian conditions and to acquaint them with significance and process of collective bargaining and industrial democracy.

Unit – 1 **Industrial Relations** – Concept Scope and Objectives, Impact of IR on production Forms, Causes and Machinery for settlement of Industrial disputes.

Unit – 2 **Trade Union** – Concept function and role of Trade Union, Expectations of Trade Union, Problems of Trade Union including Inter and Intra union rivalry, Trade Union movement in India.

Unit – 3 **Collection Bargaining** – Concept, Functions and Characteristics, Process of bargaining, Prerequisites of collection bargaining, Union Management agreements in India Organizations, Status of collection bargaining in India.

Unit – 4 **Worker’s Participation** – Definition, Characteristics feature, forms and level of participation. Worker’s participation in India. Employee discipline, Employee grievance, grievance handling procedures, Domestic enquiry, Framing of charge sheet and show – case notices. Employee counseling – Types, Steps and Process.


**Recommended Books :-**

1. Mamoria and Mamoria - Dynamic of Industrial Relations
2. R.D. Agarwal - Dynamics of Labour Relations in India
3. Baldev R. Sharma - The Indian Industrial Worker
4. C.B. Sharma - Personnel Management
Paper - 304
COMPENSATION PLANNING

DEMBA 304

Course Objective :- To provide understanding of Management compensation and wage and salary administration in Corporate Sector and Public Service and to impart Skills in formulating compensation policy and system based on principal of equity and efficiency.

Unit – 1 Introduction – Employee Compensation – Definition, Objectives, Types, factors affecting employee Compensation, employee Compensation Planning, Problem in Compensation Planning; Behavioral aspect of Employee Compensation.

Unit – 2 Wages Administration – Need for a rational wage policy, Concept relating to Minimum, Fair and living wages, Methods of Payment.


Unit – 3 Salary Administration – Aim of Salary Administration, Principle of Salary Formulation; Components of Salary Administration, Salary Structures, Salary Progression, Salary Administration Procedures.

Unit – 4 System of Rewards and Incentives – Types of Rewards and Incentives Different Incentive Plans, Dearness Allowance and other Allowances – Principal of fixation, Consumer Price Index Number, System Relating to Fringe Benefits, Organization and operation of wage and salary Administration, Department in Business Concerns, Wage Records and Monitoring the System.

Unit – 5 Wages and Productivity – Concept of Productivity, Efficiency and Productivity of Labour and payment of wages. The Problems of Low, Productivity of Indian workers, Sharing the gains of Productivity.

Recommended Books :-

1. Armstrong, M and Helen Munlis - A land-book of Salary Administration
2. Burgess, L.R. - Wage and Salary Administration
3. Subramaniam, K.N. - Wages in India
4. Lupton, T. and Bowey - Wages and Salaries
5. Dayals, S. - Industrial Relations System in India
7. C.B. Mannoria - Personnel Management
8. T.N. Bhagoliwal - Economics of Labour Welfare and Industrial Relations.
**Group – IV  Systems Management**

**Paper - 301**

**OBJECT ORIENTED METHODOLOGY**

**DEMBA 301**

**Course Objective :-** To familiarize with operating environment and to get and to get familiarity with the application of Object Oriented technology (OOT) using object oriented programming languages C++ and for system development.

**Unit – 1 Basic OOPs concept** – Difference between procedural oriented and object oriented language, object class Inheritance, Polymorphism, Data Abstraction, Data Encapsulation, Data Hiding, Programming in C++ (above issues) overview of Ada, effect and small talk.

**Unit – 2 Modeling concepts** – Modeling as a design technique, Object modeling, Dynamic Modeling, Functional Modeling.

**Unit – 3 Design Methodology** – Concept of OMT, The OMT Methodology, Analysis of system design – overview, breaking a system into subsystems, concurrency, identification, Allocating subsystems to processors and Tasks, Management of data stores handling global resources, choosing s/w control implementation, Object design – overview, combining three models, Designing, Algorithms, Optimization, Implementation of control, Design of Associations, Object rep-reservation, Physical packaging, Methodology summary.

**Unit – 4 Implementation** – From Design to implementation, programming style, object-oriented languages – Translating and design into an implementation, class definition, creating objects calling operations, Using inheritance, Implementing Associations, RDBMS.


**Recommended Books :-**

1. C++ by Steven Prata
2. Object Oriented Modeling & Design – Rambarg
3. OOPs - E. Balaguroswamy
DESIGN MANAGEMENT & IMPLEMENTATION OF DATABASE

MPT(SM) 302
Max. marks-100
External - 70
Internal - 30

Objective: To understand the data management and database management system and its applications.

UNIT-I: Basic Concepts:
- Database and database users, Database system, concepts & Architecture,
- Data Modeling using the Entity – Relationship Model, Record storage & Primary file organization, Indian structure for files.

UNIT-II: Relational Model Language and systems – The relational Data Model, Relational Algebra, structured query language (SQL).

UNIT-III: Database Design theory & Methodology – Functional Dependency and the Normalization for relational databases, Database Design process, physical, Database Design in Relational Database.

UNIT-IV: Introduction to Knowledge – Base system Knowledge and Databases.
- Distributed Databases: Basic Idea, distributed data storage, data replication, data fragmentation.
- Object oriented databases – Basic idea and the model, object structure, object class, inheritance & multiple inheritance.

UNIT-V: Advanced Database Concepts:
- Security & Authorization, Different types of database,
- Data warehousing, data mining ODBC concept, Emerging database technologies and applications.
- Architectures for DBMS, Transaction processing, concept concurrency, control techniques, Database recovery techniques.

Suggested Reading:
1. Navarte.
2. Harsen & Harsen.
4. B. P. Desai.
Course Objective :- To understand implementation of Software Project and their time and Cost Management with Quality.


Unit – 4 Project Evaluation and Tracking – The relationship between people and effort, defining a task set for the software project, Selecting Software Engineering tasks, Refinement of major tasks, Defining a task network, Scheduling : Timeline charts, Tracking the Schedule, The project plan.


Recommended Books :-

1. Harold Kerzner - Project Management – A System approach to Planning, Scheduling and Controlling
2. R.E. Fairly - Software Engineering Concepts
Paper - 304
NETWORKING & COMMUNICATION SYSTEM

DEMBA 304

Course Objective : To understand the networking procedure for building up database and taking online decision.

Unit – 1 Introduction : data communication, networks, protocols & standards, line configuration, topology, transmission mode, categories of networks internet works.

Unit – 2 OSI Model & signals : Concept of model functions of OSI model, TCP/IP models, Difference between OSI & TCP/IP models, analog & digital signals, analog-to-digital encoding, analog to analog encoding.

Unit – 3 Transmission, Multiplanning & Error correction Detection : digital data transmission, guided and unguided media, types of multiplanning, the telephone system, error correction and detection techniques.

Unit – 4 Data Link control switching LAN & MAN : flow control, Error control, Ethernet, Token, BUS, Tokar, Ring FDDI, IEEF 802.6, SMDS circuit switching packet, switching message, switching & network layer.


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Paper 305
Training Report and Viva-Voce