

JIWAJI UNIVERSITY, GWALIOR



SYLLABUS

of

M.B.A. (BUSINESS ECONOMICS) CBCS

I to IV Semester

2023– 2025

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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
			100

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
	Total Valid Credits		1
109	Comprehensive Viva Voce	Virtual Credit	20
	Total Credits		4
			24

*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	Organizational Behavior	Core	3
205	Research Methods for Business Management	Core	3
206	Indian Economy	Core	3
207	Seminar	AE&SD*	1



208	Assignment	AE&SD*	1
Total Valid Credits			20
209	Comprehensive Viva Voce	Virtual Credit	4
Total Credits			24
*Ability Enhancement & Skill Development			

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

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

*Ability Enhancement & Skill Development

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 2. A signature that appears to be "d" or similar.
 3. A signature that appears to be "Zoi" or similar.

ELECTIVE CENTRIC GROUPS**	
Marketing Management:	
403 (MM)	Sales Distribution and Retail Management
404 (MM)	Strategic Marketing Management
Financial Management:	
405 (FM) – A	Business Tax Management
406 (FM) – A	Security Analysis and Portfolio Management
Personnel Management:	
405 (PM) – B	Management of Industrial Relation
406 (PM) – B	Organizational Development and Employee Welfare

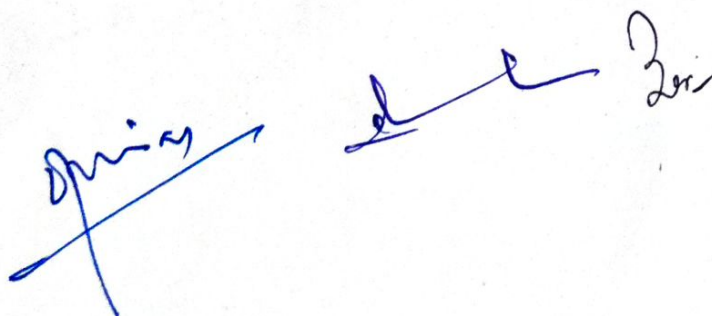
****Note:** The Students have to choose two groups. They have to study two papers each of those groups in III Semester and two papers each of same groups in IV Semester.

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

MBA (BE): 101 – PRINCIPLES OF MANAGEMENT

- Unit – I **Introduction to Management:** Concept of Administration and Management, Functions of Management, Management as a Profession, Types and Functions of Manager. **Evolution of Management Thought:** Taylor and Scientific Management, Fayol's Principles of Management, The Classical School, The Human Relation School, System Theory, Contingency Theory, Social Responsibilities of Management.
- Unit – II **Planning:** Meaning, Nature, Types, Steps, Principles, Advantages & Limitations, Need & Functions of Planning, Types of Plans, Planning Process, Effectiveness of Planning, Budget & its Objectives.
Decision Making: Concept, Types of Decision, Process and Steps of Decision Making, Problem of Decision Making, Relationship of Decision Making with other Managerial Functions.
- Unit – III **Organizing:** Meaning, Nature, Significance, Process, Determinants, Different Patterns of Organization Structure, Delegation of Authority, Centralization & Decentralization of Authority, Span of Management, Concepts of MBO & MBE.
- Unit – IV **Staffing:** Concept, Functions, System Approach to Human Resource Management, Recruitment and Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle. **Communication:** Concept, Types, Importance, Principles, Barriers, Measures to Remove Barriers in Communication.
- Unit – V **Directing:** Meaning, Techniques, Principles, Process of Direction.
Controlling for Performance: Concept and Measures, Organizational Productivity, Organizational Effectiveness. **Controlling:** Definitions, 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:** Concept, 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:** Concept, 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.

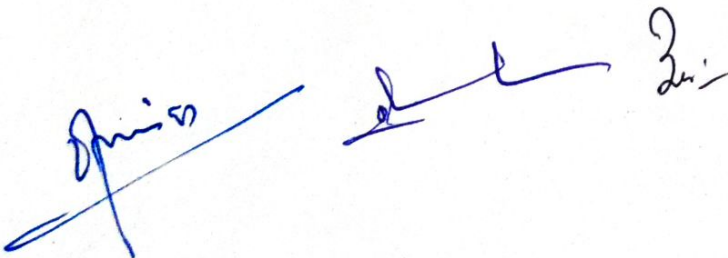
Note- At least one numerical question from each unit must be asked in Examination.

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

MBA (BE): 103 – BUSINESS LEGISLATIONS

- Unit – I **Introduction:** 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:** Concept, 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 **Basics of Financial Accounting:** Meaning, Scope, Functions of Financial Accounting, Cost and Management Accounting, Difference between Book-Keeping & Accounting, GAAP- Accounting Concept and Conventions,

Unit – II **Double Entry System:** Preparation of Journal, Ledger and Trial Balance, Preparation of Final Accounts- Trading, Profit and Loss Account and Balance Sheet with Adjustments, Problems of Final Accounts with Adjustment.

Unit – III **Financial Statement Analysis:** Concept, Significance and Types of Financial Statement Analysis, Statement in Comparative and Common Size form, Comparing Financial Data of Companies.

Unit – IV **Ratio Analysis:** Concept, 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 – V **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. **Budget and Budgeting Analysis:** Concept, 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.

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

MBA (BE): 105 – MANAGERIAL ECONOMICS

- Unit – I Managerial Economics: Concept, 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 Competition & 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

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

MBA (BE): 106 – ECONOMICS OF INDUSTRIES

UNIT-I **Industry:** Concept, Classification of Industries, Importance of Industrialization in Economy, Problems of Industrialization, **Public Sector:** Concept, Objectives, Progress, Problems, Latest Government Policy Regarding Public Sector.

UNIT - II **Location of Industries:** Concept, Causes, Weber’s Theory & Sargent Florence Theory of Location. **Industrial Combination:** Concept, Types, Forms, Advantages and Disadvantages.

UNIT- III **Industrial Development:** Concept, Role of Government in Industrial Development, Industrial Policy 1948, Industrial Policy of 1991 and its Impact on Business. **LPG Model:** Objectives and Salient Provisions of Liberalization, Privatization and Globalization.

UNIT- IV **Industrial Finance:** Forms and Sources, **Financial Institutions:** IFCI, ICICI, IDBI, SIDBI, Micro Finance Institutions. **MSME:** Government Policies For Small and Medium Enterprises, Industrial Productivity, Industrial Sickness.

UNIT - V **Business Environment:** Nature, Significance and Types of Business Environment, Interaction Between Internal and External Environments. Features, Importance, Dimensions. Corporate Governance in India, Social Responsibilities for Business. Ethical Issues in Business.

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

MBA (BE): 201 – MARKETING MANAGEMENT

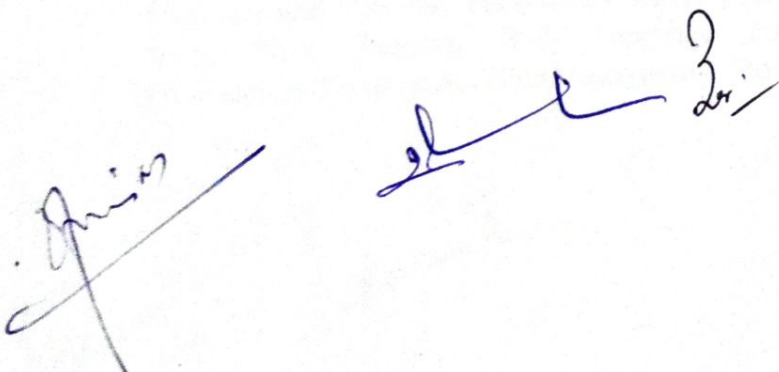
Unit – I **Marketing Management:** Concept, Scope, Evolution, Process, Difference between Marketing and Selling, Marketing Mix, **Market Segmentation:** Definition, Levels, Pattern and Basis of Market Segmentation, Marketing Research

Unit – II **Product Management:** Concept, Classification, Product Mix and Product Line, Product Planning and Product Policies- NPD, PLC, Product Differentiation, Product Positioning, Branding, Packaging and Labeling, Product Diversification

Unit – III **Pricing:** Concept, Importance, Objectives, Influencing Factors, Pricing Policies and Strategies, **Physical Distribution:** Concept, Importance.

Unit – IV **Promotion Management:** Concept, 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:** Concept, Objectives, Features, Importance, Functions and Role of HRM in Organizational Success. **HR Planning:** Concept, Needs, Objectives, Level, Process and Problems. **HR Policies:** Concept, Needs, Scope, Process, Types & Functions.

Unit – II **Recruitment and Selection:** Concept, Objectives, Sources and Techniques, Factors Affecting Recruitment, Measures, Recruitment Alternatives. Selection and its Process, **Training:** Concept, Need, Importance, Principles, Types and Methods. **Psychological Test:** Concept, Types, Process and Precaution.

Unit – III **Job Design:** Concept, Significance, Approaches, Methods, **Job Analysis:** Concept, Objectives, Uses, Process and Methods, **Interview:** Concept, Objectives, Types, Process. **Induction:** Concept, Importance, Objectives, Content, Guidelines and Advantages. Group Discussion and Resume Writing.

Unit – IV **Performance Appraisal:** Concept, Objective, Importance, Process, Problems and Methods, **Job Evaluation:** Definition, Objectives, Process, Methods, Advantages & Disadvantages. **Trade Union & Collective Bargaining:** Concept of Trade Union and Collective Bargaining.

Unit – V **Wage and Salary Administration:** Concept, Objectives, Factors, Principles, Methods and Process. **Personality Development:** Communication Skills, Work Place Etiquette, Body Language, Positive Attitude, Powerful Presentation Techniques, Time Management, Stress Management.

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

MBA (BE): 203 – FINANCIAL MANAGEMENT

- Unit – I **Financial Management:** Concept, 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:** Concept, Importance, Factor. **Theories of Capital Structure:** New Income Approach, Net Operating Income Approach, The Traditional Approach and Modigliani and Miller Approach, Numerical Problems of Time Value of Money.
- Unit – III **Leverages:** Concept and Types- Financial, Operating and Composite Leverages, Numerical Problems of Leverages.
Dividend Policy: Concept, Objectives, Factor, Types, **Models:** Walter, Gordon, M.M. Hypothesis.
- Unit – IV **Cost of Capital:** Concept, 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:** Concept, 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, Numerical Problems of Capital Budgeting.

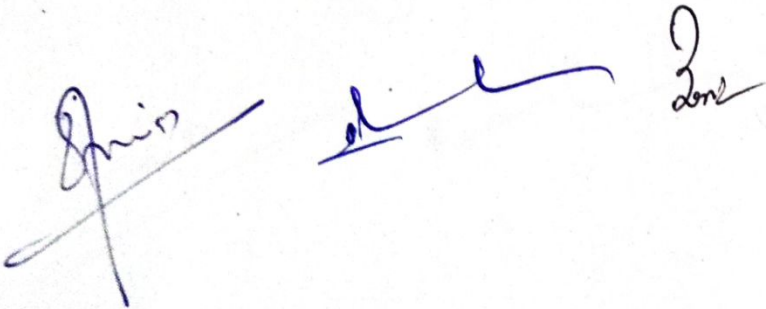
NOTE: At least one numerical question in unit II, III, IV & V must be asked in Examination.

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

MBA (BE): 204 – ORGANISATIONAL BEHAVIOUR

- Unit – I Introduction: Concept and Significance of Organization, Role of Manager in Organization Nature and Scope of Organizational Behavior, Models of Organizational Behavior, Role of Organizational Behaviour, Challenges and Opportunities for organization Behaviour.
- Unit – II Individual Behaviour: Concept and Models of Behaviour, Individual Behaviour and Individual Differences, Personality & Perception: Concept, Theories and its Determinant, Perception and Perceptual Process.
- Unit – III Motivation: Concept, Theories of Motivation: Vroom's Expectancy Theory, McClelland's Need Theory, Alderfer's Erg Theory, Equity Theory, Learning and its Theories, Classical, Cognitive and Social Learning.
Moral: Concept, Factor Influencing Moral, Impact of Moral on Productivity, Moral Building.
- Unit – IV Concept of Interpersonal Behaviour, Transaction Analysis, Job Satisfaction: Concept, Determinants and effect, Leadership Concept and Theories, 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 –RESEARCH METHODS FOR BUSINESS MANAGEMENT

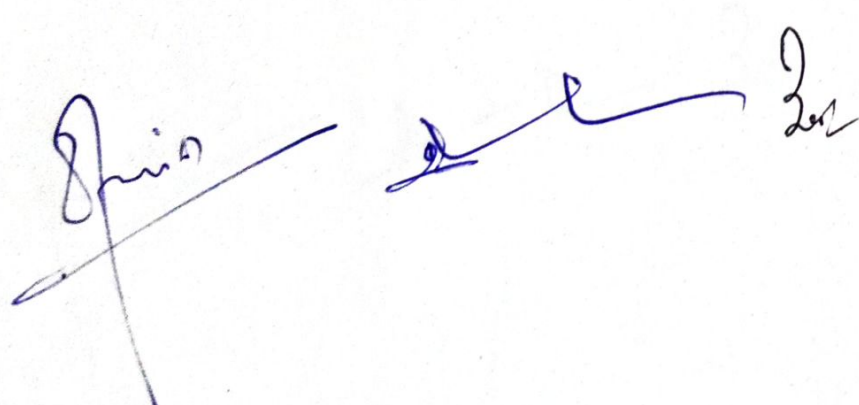
Unit – I **Introduction to Research:-** Concept, Characteristics, Types and Process, **Business Management Research:-** Concept, Nature, Scope, Need and Role of Research in Business Management, Application of Scientific Research in Management Problems, Ethical concerns in Research of Business Management, Strategies to avoid Unethical Practices.

Unit – II **Literature Searching and Theoretical Framework:-** Concept, Purposes and Kinds, **Research Problem:-** Identification of Research Problem in Business, Research Questions and Hypothesis Formulation, **Research Design:-** Concept, Features, Types and Process.

Unit – III **Questionnaire Design and Schedule:-** Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability and Validity of Questionnaire.

Unit – IV **Sampling Theory:-** Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non-Sampling Errors, Sample Design, Determinants of Sample Size ,Steps in Designing the Sample.

Unit – V **Data Analysis:-** Tabulation and Processing of Data, Basic Aspects of Statistical Inference, Theory and Hypothesis Testing, Type I and Type II Errors, Applications of t- Test, Z-Test, F- Test, Chi- square Test ,Introduction to Computerized Statistical Packages.



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

MBA (BE): 206 – INDIAN ECONOMY

UNIT-I Indian Economy:- Concept, Features and Sectoral Composition, Performance of Different Sectors, Demographic Trends in India and Population Policy, National Income, GDP, NNP, GVA etc.

UNIT - II Economic Development:- Concept and Indicators, NITI Aayog, Strategy of Economic Development of India. Entrepreneurship Development:- Concept, Characteristics of Successful Entrepreneurs, Types, Atma Nirbhar Bharat, Make In India:- Startup India, Skill India.

UNIT- III Concepts of Money Supply, Methods of Note Issue, Monetary Policy. Business Cycle:- Concept, Phases, Evil Effects of Business Cycle and Remedial Measures.

UNIT- IV Taxes:- Concept 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, Migration, Poverty, Black Economy, Price Rise. Labour Problems and Policies, Women Empowerment in India: Need and Importance.

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

MBA (BE): 301 – ECONOMICS OF DECISION MAKING

Unit – I **Introduction:-** Concept, 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.

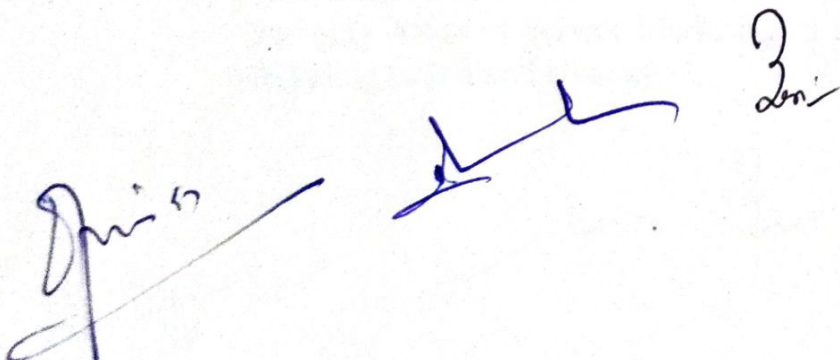
Unit – II **Transportation Models:-** North West Corner Rule, Lowest Cost Method, Vogel's Approximation Method, MODI Method, Assignment Model (Hungarian Method).

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:- Concept, 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 **Introduction:-** 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:-** Concept, 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 **Service Recovery:** Concept of Service Recovery, Effective Service Recovery, **Service Expectations:-** Concept, Levels, Sources, Factors, **Service Encounters:-** Concept, Types & Importance.

Unit – IV **Service Quality:-** Concept, 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.

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

Elective Centric

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

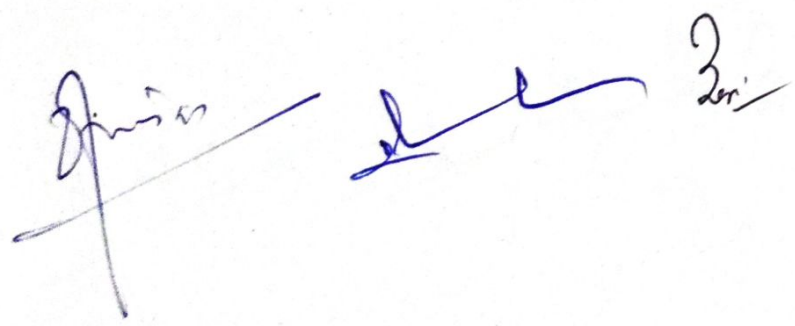
Unit – I **Introduction :-** Concept of Customer, Consumer and Consumer Behaviour, Importance, Buying Motives & its Types, Buying Roles of Decision-Making, Consumer Decision-Making Process, Customer Satisfaction and Sources of Dissatisfaction, Consumer Research.

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:-** 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 Decision-Making Model.



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

Elective Centric

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

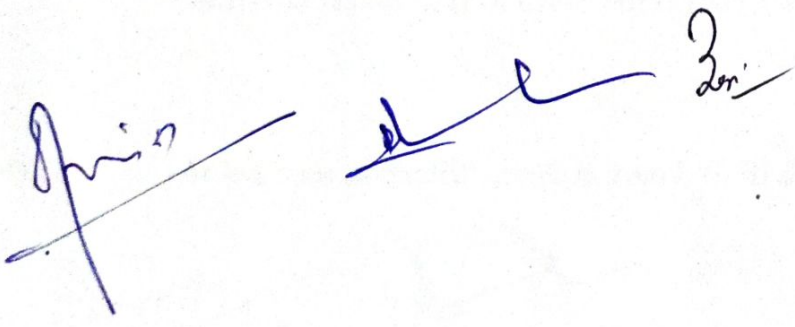
Unit – I **Advertising:-** Concept, Objective, Scope, Functions, Need of Advertisement for Product launch,, Types, Legal and Ethical Issues, Outcomes of Good Advertising, Role of Advertising in Marketing Mix and The Advertising Process, Advertising Vs Publicity, Advertising vs Propaganda, Advertising Vs. Sales Promotion.

Unit – II **Advertising Communication System:-** Marketing Communication and its Process, **Model of Advertising Communication:-** AIDA Model, Hierarchy of Effect Model, Krugman’s Effect of Involvement Theory, Modern Theory of Management.

Unit – III **Advertising Budget:-** Concept, **Methods of Advertising Budget:-** Percentage of Sales Method, Objectives and Task Method, Competitive Parity Method, Affordability Method.
Media Planning:- Concept, Process, Types of Media and their Merits and Limitations (Print, Electronic, Outdoor & Transit, Direct Market), Pre-requisites for Selecting Advertising Media.

Unit – IV **Advertising Layout-** Concept, Principles and Stages, **Advertising Appeals:-** Concept, Objectives, Kinds, Creativity and Creative Design Process, **Advertisement Copy:-** Concept, Qualities, Classification, Components.

Unit – V **Advertising Effectiveness:-** Concept, Importance, Pre and Post Test Methods, **DAGMAR Approach:-** Concept, Suggestion and Criticism, New Trends of Advertising in India.



**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-** Concept, 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:-**Concept, Objectives, Stages, Merits, Motives for Holding Cash, Factor Determining the Cash Level, Models of Cash Management.

Cash Flow Statement:- Concept, Uses and Limitation, Simple Numerical Problems of Cash Flow Statement of Direct and Indirect Method as per AS-02.

Unit – III **Cash Budget:-** Concept, Importance, Methods, Numerical Problems of Cash Budget by Receipt and Payment Method.

Management of Earnings:-Concept, Importance, Scope, Retention of Earnings- Meaning, Factors, Merits, Demerits

Unit – IV **Management of Receivables:-** Concept, Objectives, Determinants, Importance. **Credit Policy:-** Concept, Factors, Process, Optimum Credit Policy, **Credit Standards:-** Concept, Factors, **Credit Analysis:-** Concept, Steps, **Credit Term:-** Concept, Components, **Collection Policy:-** Concept and Aspects.

Unit – V **Inventory Management:-** Concept, Objectives, Importance, Techniques, Numerical Question of EOQ and Level of Inventory, Methods of Pricing **Material Issues:-** FIFO, LIFO, HIFO and Others.

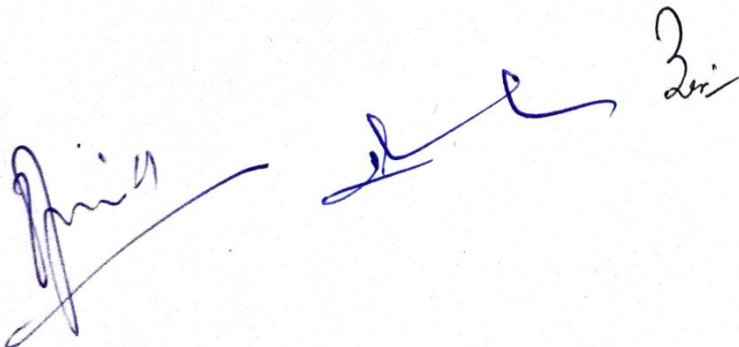
NOTE: At least one numerical question from I, II, III & V unit will be asked.

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

Elective Centric

MBA (BE): 306(FM) B :- MANAGEMENT OF FINANCIAL SERVICES

- Unit – I **Financial Services:-** Concept, Features, Scope, Needs, Type, Organization, 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 and 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:-** Concept, Features, Merits and Demerits, Factoring v/s Forfaiting, Bills of Exchange, Types of Bills and Discounting of Bills.
- Unit – V **Credit Cards:-** Concept, Functioning, Types, Merits and Demerits.
Insurance Services:- Concept, Nature, Functions, Limitations, Principles, Kinds, Types of LIC Polices and IRDA. **Global Corporate Restructuring.**

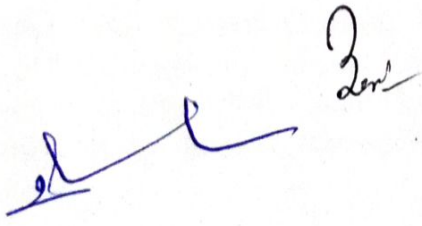


**JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS) CBCS
THIRD SEMESTER**

Elective Centric

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

- Unit – I The Factories Act, 1948 and The Child Labour (Prohibition & Regulation) Act, 1986.
- Unit – II The Industrial Disputes Act, 1947 and its Rules.
- Unit – III The Employee’s State Insurance Act, 1948 and The Maternity Benefit Act, 1961.
- Unit – IV The Employee’s Provident Funds Act, 1952 and The Payment of Gratuity Act, 1972.
- Unit – V The Trade Union Act, 1926 and The Industrial Employment (Standing Orders) Act, 1946.

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

Elective Centric

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

- Unit – I **Human Resource Development:-** Concept, Objective, Principles, Benefits, Significance, Difference Between Human Resource Management and Human Resource Development, **Executive Development:-** Concept, Importance, Objectives, Process and Methods.

- Unit – II **Career Planning:-** Concept, Objectives, Process, Advantage, Limitation and Making Career Planning Successful. Career Counseling and its Benefits. **Succession Planning:-** Concept, Importance in Present Scenario, Difference between Career Planning and Succession Planning.

- Unit – III **Profit Sharing:-** Concept, Features, Advantages & Disadvantages, **Co-Partnership:-** Concept, Advantages, Limitations, Profit Sharing Vs Co-Partnership. Workforce Diversity, Human as Knowledge Workers.

- Unit – IV **Strategic Human Resource Management:** Concept, Role, Implementation, Role of Human Resource Planning in Strategic Human Resource Management. **Stress:-** Concept, Causes, Consequences, Coping Strategies. **Burn out:-** Concept, Causes, Coping with Burn out.

- Unit – V **Human Resource Record:-**Concept, Objectives, Significance, Types, Principle of Record-Keeping. Human Resource Report and Essentials of a Good Report, Concept of HRD Audit, Human Resource Information System (HRIS). **International Human Resource:** Concept, Trends in International Human Resource.

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

MBA (BE): 401- QUALITY MANAGEMENT

Unit - I **Quality:-** Concept and Approaches, **Various Dimensions of Quality:-** 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 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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JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS) CBCS
FOURTH SEMESTER

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

- Unit - I** **Concept of Computers:-** Brief History of Computers, Generation and its Evaluation, Characteristics of Computers (Hardware & Software), Criteria for using Computers, Organizations, Functions of Computers, Advantages, Disadvantages of Computers, Main Areas of Computers and their Applications.
Types of Computers:- Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini Computers, Mainframe Computers and Super Computers.
- Unit - II** **Input-Output Devices:-** Storage Units (Disks, CD-ROM, DVD, Magnetic Tapes), Memory Types (Cash, RAM, ROM).
Data and Information Concepts:- Definition, Concept of Data and Information, Methods of Data Processing, Data Mining and Data Warehousing.
Data Communication:- Operating Systems Concepts, Fundamentals of Data, Communications, Network Concepts and Classifications: Introduction to the Internet and its Applications.
- Unit - III** **MS Window:** MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook).
- Unit - IV** **Information Systems in Global Business Today:-** The Role of Information Systems in Business Today, Concepts of MIS, Components of MIS, Role of Managers, Business and Technological Trends, Management and Decision Levels, Foundation of Information Technology, Information System as a Competitive Advantage, Managerial Challenges of Information Technology, Overview of DBMS.
- Unit - V** **Business Applications of MIS:-** E-Commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP and Related Technologies, Customer Relationship Management (CRM), Supply Chain Management (SCM), Business Information System.
Business Expert Systems:- Role of Expert Systems in Complex Decision, The Building of Expert Systems, Management of Expert Systems.

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

Elective Centric

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

Unit – I **Sales Management:-** Concept, Strategy Formulation Process, Personal **Selling:-** Concept, 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:-** Concept, Importance, Developing a Sales Organization, Types of Sales Organization Structure, Developing and conducting Sales Training Programmes. **Sales Budgeting:-** Concept, Purpose and Method, **Sales Quotas:-** Concept, Importance and Settings.

Unit – IV **Introduction to Distribution:-** Importance of a Channel, Type of Channels Primary Distributors, Specialized Distributors and Participants, **Distributors:-** Policies and Strategies. **Retailing:-** Concept, Importance, Types, Classification of Retailers, Trends in Retailing, Retail Marketing Decision and Positioning Strategies.

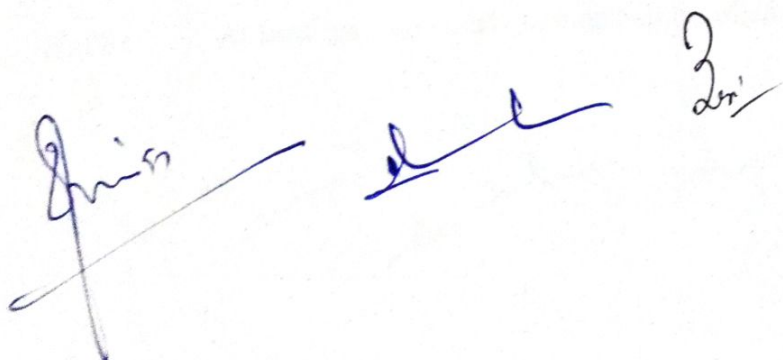
Unit – V **Physical Distribution:-** Concept, Role, **Marketing Logistic Decisions:-** Order Processing, Warehousing, Inventory Control (Functions & Methods), Transportation, Information System and Channel Management.

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

Elective Centric

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

- Unit – I **Strategic Marketing Management:-** Concept, Components, 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, Differential Perspective, Branding Decisions, Extension, Brand Image, Personality, Brand Equity, Methods, Brand Positioning, Brand Repositioning and Case Analysis.
- Unit – V **Organizational and Global Marketing:-** Organizational Marketing, Business vs. Consumer Market, Influencing Factors, Buying Situations, Participants in Business Buying Process, Global Marketing Decisions, Global Marketing Mix Strategies , Holistic Marketing Organization Management.




JIWAJI UNIVERSITY, GWALIOR
M.B.A (BUSINESS ECONOMICS) CBCS
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, Types of Resident, Scope of Tax on the basis of Residential Status, Income Exempted from Tax and 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 and 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, 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.



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

Elective Centric

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

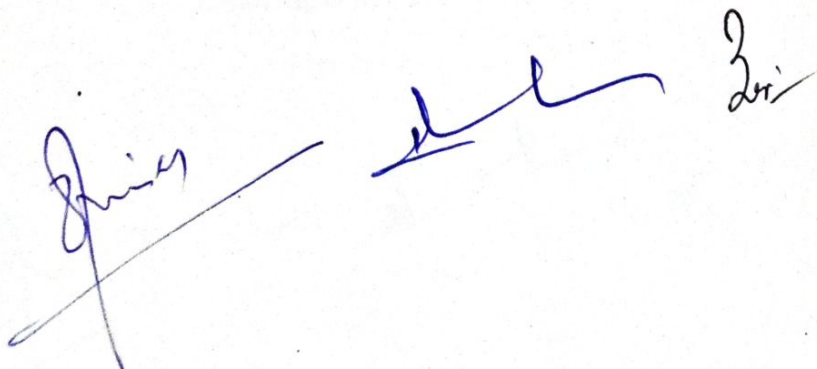
Unit – I **Investment:-** Meaning of Investment, Objectives of Investment, Factors, Investment vs. Speculation, Investment vs. Gambling, Investment Process, Investment Avenues.

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

Unit – III **Economic Analysis & Factors, Industry Analysis:-** Factor, Types & Life Cycle, Company Analysis & Factors, **Technical Analysis:-** Concept, Assumptions, Reasons & Tools and 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, Functioning, Recent Trends, Book Building, Primary v/s Secondary Market, **Securities and Exchange Board of India:-** Objectives, Organization, Role, Limitations and Operations, **Listing Securities:-** Concept, Requirements, Procedure, Merits and Demerits.



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

Elective Centric

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

Unit – I **Industrial Relation:-** Concept, Objectives, Scope and Importance, Components of Industrial Relation System, Measures for Improving Industrial Relations, Concept of Human Relation, Industrial Relation V/s. Human Relation.

Unit – II **Trade Union:-** Concept, Objectives, Features, Functions, Structure of Trade Union in India. **Industrial Dispute:-** Concept, Causes, Impact, Types, Prevention and Settlement. **Strike:-** Concept, Types, Right to Strikes, Concept of Lockouts.

Unit – III **Absenteeism:-** Concept, Causes, Effect, Control over Absenteeism, Absenteeism in India. **Attrition:-** Concept, Types, Causes and Strategies to Reduce. **Labour Turnover:-** Concept, Measurement Methods of Labour Turnover, Causes, Effects, Control of Labour Turn over.

Unit – IV **Grievances:-** Concept, Causes, Types, Effects, Measures for Handling Grievances. **Collective Bargaining:-** Concept, Objective, Importance, Conditions for Successful Collective Bargaining, Collective Bargaining in India.

Unit – V **Worker's Participation in Management:-** Concept, Objectives, Importance, Forms, Merits, Demerits of WPM and Measures for Making WPM Successful. **Talent Acquisition and Employees Retention:-** Concept, Talent Acquisition Strategy for Retaining Employees, Emerging Trends and Challenges in Talent Acquisition and Retention.

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

Elective Centric

MBA (BE): 406 (PM) B:- ORGANISATION DEVELOPMENT AND EMPLOYEE WELFARE

Unit – I **Organization Development:-** Concept, Characteristics, Process, Benefits, Problems, Values, Ethics and Assumptions. **Intervention Strategies:-** Concept, Team Building, Sensitivity Training, Third Party and Intergroup Intervention, Educational and Structural Intervention.

Unit – II **Organization Change:-** Concept, Kurt Lewin Model of Change, Types of Change, Planned and Unplanned Change, Factor Affecting Organizational Change, Strategies for Implementing Organization Change, Role of Change Agent, Forces for Change, Resistance to Change, Overcoming Resistance to Change and Concept of Organization Diagnosis.

Unit – III **Employee Welfare:-** Concept, Significance, Agencies of Employee Welfare, Types of Welfare Services, Labour Welfare In India, Statutory Provisions for Employee Welfare, Labour Welfare Officer. **Social Security:-** Concept, Scope, Social Security in India.

Unit – IV **Compensation Management:-** Concept, Objectives, Components, Factors, Types, Perks, Wage Incentives, Essential of a Sound Incentive Plan. **Reward System:-** Concept and Types of Reward, Elements of Employee Reward in India.

Unit – V **Quality of Work Life:-** Concept, Measures, Dimensions, Principles and Techniques for Improving Quality of Work Life. **Fringe Benefits:-** Features, Objectives and Types. **Employee Empowerment:-** Concept, Elements, Approaches, Importance, Barriers, Making Empowerment Effective.

