

तार : विश्वविद्यालय
Gram : UNIVERSITY



टेलीफोन : कार्या0 : 2320496
कुलसचिव : निवास : 2321214
फैक्स : 0510 : 2321667

बुन्देलखण्ड विश्वविद्यालय, झाँसी BUNDELKHAND UNIVERSITY, JHANSI

झाँसी (उ.प्र.) 284128

संदर्भ: IEF/093/1A.

दिनांक 21.06.2022

The Minutes of Meeting of BOS

In reference to the BOS of department of *Banking, Economics & Finance*....., Institute of *Economics and Finance*..... held on 21.06.2022 regarding the revision of syllabus in tune with CBCS/NEP-2020 and subsequent approval from Academic Council. This is to certify that the syllabus is 100% revised.

ku
Registrar
Bundelkhand University
JHANSI

B Singh
21/06/2022
HOD/Coordinator

Circular for BOS of Bundelkhand University, Jhansi

बुन्देलखण्ड विश्वविद्यालय, झाँसी

सूचना

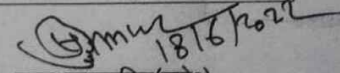
एदत् द्वारा सूचित किया जाता है कि बैकिंग, अर्थशास्त्र एवं वित्त पाठ्यक्रम समिति की बैठक दिनांक 21/06/2022 को अपरान्ह 11.00 बजे विश्वविद्यालय के सभागार में ऑनलाइन/ऑफलाइन के माध्यम से आहूत की गयी है। अतः आपसे अनुरोध है कि बैठक में निर्धारित तिथि एवं समय पर उपस्थित होने का कष्ट करें।

कार्यसूची :-

- उत्तर प्रदेश शासन के पत्र संख्या-नि.-401/सत्तर-3-2022 दिनांक 09/02/2022 के अनुसार उच्च शिक्षण संस्थानों में पाठ्यक्रम पुनर्संरचना की राज्य स्तरीय समिति द्वारा प्रदेश के समस्त विश्वविद्यालयों एवं महाविद्यालयों में राष्ट्रीय शिक्षा नीति-2020 को स्नातक (शोध सहित), स्नातकोत्तर एवं पी0एच0डी0 स्तर पर लागू किये जाने हेतु सुझाव।
- सत्र 2022-2023 की परीक्षा हेतु प्राशिनकों/ परीक्षकों की सूची तैयार करने सम्बन्धी कार्य।
- अन्य मद अध्यक्ष की अनुमति से।

सेवा में,

संयोजक	सदस्य
1 प्रो0 सी0बी0 सिंह, संकायाध्यक्ष कला बुन्देलखण्ड विश्वविद्यालय, परिसर, झाँसी	सदस्य
2 डॉ0 अतुल गोयल, बुन्देलखण्ड विश्वविद्यालय, परिसर, झाँसी	सदस्य
3 डॉ0 इरा तिवारी, बुन्देलखण्ड विश्वविद्यालय, परिसर, झाँसी	सदस्य
4 डॉ0 प्रशान्त गुप्ता, आई0आई0एम0	वाह्य विशेषज्ञ
5 प्रो0 पी0के0घोस, इलाहाबाद विश्वविद्यालय, प्रयागराज	वाह्य विशेषज्ञ
6 प्रो0 प्रदीप अग्रवाल, टेली सर्टिफाईड प्रोफेशनल, झाँसी, 9140284674	वाह्य विशेषज्ञ
7 डॉ0 यशोधरा शर्मा	विशेष आमंत्रित सदस्य
8 डॉ0 फुरकान मलिक	विशेष आमंत्रित सदस्य
9 डॉ0 शम्भू नाथ सिंह	विशेष आमंत्रित सदस्य
10 डॉ0 राधिका चौधरी	विशेष आमंत्रित सदस्य
11 डॉ0 अकिता जैसमीन लाल	विशेष आमंत्रित सदस्य
12 डॉ0 संदीप अग्रवाल	विशेष आमंत्रित सदस्य
13 डॉ0 शिल्पा मिश्रा	विशेष आमंत्रित सदस्य
14 डॉ0 अमिताम गौतम	विशेष आमंत्रित सदस्य


18/6/2022
सहा0कुलसचिव(एके0)
कृते कुलसचिव

बुन्देलखण्ड विश्वविद्यालय, झाँसी

पत्रांक:- बु0वि0/एके0/2022/ 6334- LB

दिनांक:- 18/6/2022

प्रतिलिपि - निम्नलिखित को सूचनार्थ एवं आवश्यक कार्यवाही हेतु प्रेषित।

- उपर्युक्त समस्त सदस्यगण
- अध्यक्ष, एन0ई0पी0 टास्क फोर्स।
- संकायाध्यक्ष- कला को सूचनार्थ।
- वित्त अधिकारी।
- सहायक कुलसचिव (अतिगोपनीय)।
- कुलपति जी के निजी सचिव।
- कुलसचिव के आशुलिपिक।

सहा0कुलसचिव
कृते कुलसचिव

66

BOS - Date - 21-06-2022

BOS - Banking, Economics & Finance

BOS was held on 21st June 2022
in the Department of Banking,
Economics & Finance at 12:30 pm.

The following members were present

1. Prof. C.B. Singh - coordinator
2. Dr. Atul Goyal } members Atul
3. Dr. Ira Tiwari } Tiwari 21-6-2022
4. Dr. Prashant Gupta } 21/6/22 online verified
5. Dr. P. K. Ghosh } External Experts } online verified
6. Prof. Pradeep Agarwal. } 21/06/22
7. Dr. Yashodhara Sharma }
8. Dr. Furquan Malik }
9. Dr. S. N. Singh }
10. Dr. Radhika Choudhary } special invited members Ankit 21/6/22
11. Dr. Ankita Jyoti Lal }
12. Dr. Sandeep Agarwal }
13. Dr. Shilpa Mishra }
14. Dr. Amitabh Gautam }

The following decisions were taken:-

(1) The course structure of 4 PG courses
and 2 UG courses were discussed.

These courses were:-

1. MBA (Banking & Insurance)
2. MBA (Business Economics)
3. M.Com (Finance)

As per U.P Govt Letter No. 401733-2022 dated 09/02/2022 in the Higher Education Institutions NEP 2020 will be applied and restructuring of programmes has been incorporated at U.G. (with Research) & PG level. 67

- 4. M.A. (Applied Economics)
- 5. B.Com (Hons.)
- 6. B.A (Hons.) Economics.

All the changes that were suggested should be incorporated in the structure and submitted within by 25/06/2022.

Subits
21/6/22

B Singh
21/06/2022

ATU
21-06-2022

Sharma
21-06-2022

Prinari
21/6/22

Prinari
21/6/22

B Singh
21/6/2022

Prof. C. B. SINGH
HEAD
Dept. of Banking, Economics & Finance
Bundelkhand University,
JHANSI-284 128 (U.P.)

Prof. C. B. Singh
Dean of Arts Faculty
Bundelkhand University
Jhansi-284128 (U.P.) India

INSTITUTE OF ECONOMICS & FINANCE

BUNDELKHAND UNIVERSITY

JHANSI (UP)

MBA (BUSINESS ECONOMICS)

ORDINANCES

SESSION 2022-23 ONWARDS

Institute of Economics & Finance, Bundelkhand University, Jhansi

MBA (Business Economics) 2022-23 onwards

1. INTRODUCTION

1.1 Preamble

This ordinance governs all the rules and regulations as per the NEP 2020 for the traditional post graduate programs (M.A., M.Sc., M.Com, Management courses,. etc) which are not covered by any regulatory bodies (AICTE, BAR Council, PCI, NCTE etc) running in the University campus or its affiliated colleges in Bundelkhand University, Jhansi. This ordinance supersedes all the previous relevant ordinances, rules and regulations.

1.2 Duration

Bundelkhand University has adopted the semester system in various Postgraduate courses as per directives of Higher Education Department, Uttar Pradesh Government vide letter No 401/seventy-3-2022 dated 09-02-2022 to accelerate the teaching-learning process and enable vertical and horizontal mobility in learning from the academic session 2022- 23 onwards.

The duration of PG courses shall be two years comprising of four semesters. In case a student(s) exits from this programme after completion of the first year (2 semesters), he/she may take exit from the programme and shall be awarded the Degree of Bachelor in Research. After the successful completion of two years (4 semesters) a student shall be awarded the Master's degree in the concerned subject. The maximum duration to complete the course shall be four years.

1.3 Eligibility for Admission

- Candidate, who wishes to seek admission in a course of study prescribed for a post graduate degree of the University, shall be admitted to campus or an affiliated college unless he/ she has:
 - Passed the three years Bachelor's degree course Examination of the University of Uttar Pradesh or any other Indian University incorporated by any law in force at the time of admission.

or

 - Passed any other equivalent examination recognized by the University as equivalent thereto.
 - Passed any other equivalent examination recognized by a Foreign University as equivalent thereto.
- The date of admission shall follow the University academic calendar.

1.4 Choice of Subject and Course Structure

- I. University/ College shall admit students as per the eligibility criteria and availability of seats decided by the university.
- II. A student shall take admission to post graduation first year of fourth year of Higher Education program of NEP 2020 after successful completion of Graduate course from NEP 2020 or old course of Science/ Arts/ Commerce/ Management, etc. He/she shall have to choose respective faculty courses as per guidelines of NEP 2020 depending on the number of seats available in concerned subject and eligibility criteria. In case a candidate is willing to change the faculty, the following condition is required-
- III. The candidate should have passed Bachelor degree in Science/ Commerce of NEP 2020 or old courses may take admission in some subjects of Arts faculty (excluding practical subjects like

geography, psychology etc). Similarly, the Student from Commerce of NEP or old course of commerce may also be eligible to take admission in Arts subjects. Arts, Management and Commerce candidates cannot be admitted in Science subjects.

- IV. Student(s) shall select subjects for Post graduation course from the major subjects that he / she had opted in the graduation course and shall continue with the same subjects in all the four semesters of the PG programme.
- V. The course structure shall be as follows:
- VI. There shall be four compulsory theory papers in the first semester. In the second and third semester there shall be two compulsory papers and one/two elective papers. The elective papers are the specialization papers.
- VII. Student(s) shall have to select one Minor Elective Course as **Minor subject** from any other faculty (except own faculty) or interdisciplinary subject in the first semester of the first year.
- VIII. Student(s) shall take a Research Project /Survey/ Industrial /Field training program in both the years (Semester II and IV). No pre-requisite shall be required for this.
- IX. List of Minor Elective Course: The candidate shall select any one subject from the following as minor subject in first year of post graduate course.

S No	Science	Arts	Commerce	Interdisciplinary
	Mathematical Biology	Tribal Culture and Heritage	Customer Relation Management	Ancient Medical Sciences
	Conservation and Water Resource Management	Principle of Administration and Implications	House Keeping and Hospitality	Traditional Medical Therapy
	Natural Resources and Conservation	Socio-Economic and Social Security	Share Market and Banking	Vedic Mathematics
	Pollution: Causes and Mitigation	Archeological Sites and Monuments	Retail Management and Accounting	Bio Medical Instrumentation and Health
	Computational Resources	Indian Constitution	Insurance Policy and Finance	Disaster, Mitigation, & Management
	Organic and Natural Farming	Communication and Soft Skill		Mining Plan and Resource Mapping
	Computer Hardware Handling	Sanskrit Knowledge System		Water Treatment System
	Computer Software Handling	Technical Translation and Trans creation		Climate Change and Environmental Degradation
	Solar and Non Conventional Energy	Urban Economics and Planning		Medicinal and Aromatic Plants Cultivation, extraction and nutraceutical Values
	Cyber Crime	Actuarial Economics		
	Bee Keeping, Aquaculture and Fish Farming	Social Sector and Gender Economics		Non Conventional Energy Resource

	Entrepreneurship in Microbial and Botanical Products	Environmental Economics		Soil and Water Testing
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2. SEMESTER AND CREDIT DISTRIBUTION

An academic year for post graduate program is divided into four semesters. The Odd semester may be scheduled from July to December and Even semester from January to June.

Fourth Year

	VII Sem	Credits	VIII Sem	Credits
Major	Theory – 04 Papers Or Theory – 04 Papers Practical -02	5 Credits each Total Credits=20 Or 4 Credits each Total Credits=16 2 Credit each Total Credits=4 Total Credits=20	Theory – 04 Papers Or Theory – 04 Papers Practical -02	5 Credits each Total Credits=20 Or 4 Credits each Total Credits=16 2 Credit each Total Credits=4 Total Credits=20
Minor	Minor Elective-1 paper of 04 credits	04 Credits Total Credits=04		
Research Project/ Industrial training/ Survey/ Field Training	One of each 04 Credits	04 Credits Total Credits=04	One of each 04 Credits	04 Credits Total Credits=04
Total Credits		28		24
Total in Both Semester	52 Credit			

Fifth Year

Semester	IX	Credits	X	Credits
Major	Theory – 04 Papers Or Theory – 04 Papers Practical -02	5 Credits each Total Credits=20 Or 4 Credits each Total Credits=16 2 Credit each Total Credits=4 Total Credits=20	Theory – 04 Papers Or Theory – 04 Papers Practical -02	5 Credits each Total Credits=20 Or 4 Credits each Total Credits=16 2 Credit each Total Credits=4 Total Credits=20

Research Project / Industrial training / Survey	One of each 04 Credits	04 Credits Total Credits=04	One of each 04 Credits	04 Credits Total Credits=04
Total Credits		24		24
Total in Both Semester	48 Credit			

3. ATTENDANCE

The expression "a regular course of study" wherever it is used in these Ordinances, means attendance of at least 75% of the lectures and other teaching in campus / affiliated college in the subject for the examination at which a candidate intends to appear and at such other practical work (such as work in a laboratory) as is required by any Statute, Ordinance or Regulation in force for the time being in the University.

A shortage up to 5% of the total number of lectures delivered or practical work done in each subject may be condoned by the Principal of the college/ Head of the Department (in case of University Campus) concerned.

A further shortage up to 10% may be condoned only by the Vice- Chancellor on the specific recommendation of the Principal of the college/Head of the Department concerned (in case of University Campus).

4. EXAMINATIONS

1. There shall be examinations at the end of each semester as, for odd and even semesters in accordance with the academic calendar of the university. A candidate who does not pass the examination in any course(s) shall be permitted to appear in such failed course(s) in the subsequent examinations upto the maximum duration of the course.
2. A candidate should get enrolled/ registered for the first semester examination and is mandatory. If enrolment/ registration is not possible owing to shortage of attendance / rules prescribed OR belated joining or on medical grounds, such students shall not be permitted to proceed to the next semester. Such students shall re-do the first semester in the subsequent term of that semester as a regular student; however, a student of first semester shall be admitted in the second semester, if he/she has successfully completed the first semester.
3. It shall be mandatory for the student(s) to register for examination in each and every semester (i.e. to fill up the examination form with the requisite fee). If a student fails to register for the examination in any semester, he or she shall not be allowed to appear in that semester as a back paper student. Such student(s) shall appear in the (next) subsequent examination of that semester.

5. EVALUATION

The performance of a student in each course is evaluated in terms of percentage of marks with a provision for conversion to grade point. Evaluation for each course shall be done by a Continuous Internal

Assessment (CIA) by the concerned course teacher as well as by end semester examination and will be consolidated at the end of course. The evaluation must be continuous and holistic and should be based on following parameters:

- i. Academic assessment
- ii. Skill assessment
- iii. Physical assessment
- iv. Personality assessment
- v. Extra-curricular assessment

1. THEORY PAPER

Semester Examinations shall be conducted by the university as mentioned in the academic calendar. The Question paper will be set by the examiners appointed by the Vice Chancellor based on the recommendation of the board of studies. The pattern of the question paper shall be as given in annexure II.

- i. Internal Assessment(C.I.A.) –25%weightageofacourse
 - Test/ Mid-Term Assessment - 10 marks
 - Term paper/Presentation on given project/assignment - 10marks
 - Attendance/activities – 05marks
- ii. End Semester Exam (External examination)– 75% weight age of course

2.PRACTICAL PAPER

Practical examinations will be conducted by the examiners appointed by the Vice Chancellor on the recommendations of the Board of Studies. Each student has to present the practical records.

- i. Internal Assessment(C.I.A.)-25%weightageofacourse
 - Test/ Mid-Term Assessment -10 marks
 - Term paper/Presentation on given project/assignment -10marks
 - Attendance/activities -05marks
- ii. End Semester Exam (External examination)-75% weight age of a course

MINIMUM PASSING STANDARD

1. The minimum passing standard for combined external and internal examinations for each subject/paper shall be 45%, i.e. 45 out of 100 marks for theory and practical courses. The minimum passing standard for Aggregate in a semester end Examination shall be 45%.
2. Continuous Internal Assessment (CIA) shall be ensured by the Principal of the colleges / HODs for the Campuses courses. The Principal of the colleges / HODs of the Campus shall provide the marks of the same to the university and it shall be mandatory to maintain the records of the same till the maximum duration of that course.
3. The internal assessment, field training and practical examination awards of a student who fails in any semester examination shall be carried forward to the next examination.
4. It shall be mandatory for a student to secure minimum 45% marks (i.e. 34/75) in the theory and practical paper separately.

PROVISION FOR BACK PAPERS AND EX-STUDENTS

A Back Paper (B.P.) candidate shall be promoted to next semester. The back paper facility in a semester provides promotion to the next semester and another opportunity to obtain a minimum of the pass marks assigned for an individual paper or in the aggregate. Following category of students of Bundelkhand University shall be eligible for back paper facility as under,

1. A student shall be required to pass in minimum two subject papers in each semester. However, at the

end of each year, it shall be mandatory for a student to pass in at least two subjects papers and minor paper otherwise he/she shall be deemed as failed and will be treated as a year back / ex- student.

5. Students shall get the attempts to appear in the Back paper examination in the subsequent odd /even semester till the maximum duration of the said course.
6. Special back paper examination shall be held only for regular students of the final year of PG course.
7. The candidates, who fail in more than three of the total papers, will be deemed as failed. These candidates can appear only in subsequent examination of that semester as Ex- Students.

8. PROMOTION RULES

8.1 Semester Course & Examination:

The students who have taken admission in any post-graduation programme in a session and who have put in the minimum percentage of attendance for appearing at the Examination, presented himself/herself for internal assessment and have filled in the examination form in time for appearing at the End Semester Examination shall be allowed to appear at the respective examinations.

8.2 Declaration of results

After appearing in the Examination of both the semesters in a particular year, the student can be put in the following categories in the context of declaration of the results of the Semester Examination:

- ❖ Passed
- ❖ Promoted with Back Paper(s)
- ❖ Failed

8.3 Promotion to next Semester:

All students under category Passed and promoted with back papers shall be promoted to the next Semester.

“Failed” students may clear their UNCLEARED courses in subsequent examinations as ex-students.

Students promoted with back papers shall clear their back papers in subsequent examinations as ex-students.

A student who has failed in a course shall get two more chances to clear this course subject to the maximum duration for passing the course. Further, each candidate shall have to clear all the courses within the maximum period of seven years from the date of his/her latest admission.

A candidate who has qualified for the Degree shall be placed in the First / Second Division as per following table:

8. COMPUTATION OF SGP AND CGPA

The guidelines formulated by Bundelkhand University shall be followed in order to bring uniformity in evaluation system of every CBCS based Course and computation of the SGPA (Semester Grade Point Average) and CGPA (Cumulative Grade Point Average) based on students' performance in examination. The number of core, elective, open elective papers and foundation papers and the required credit for each paper shall be formulated by respective Board of Studies (BOS) and faculty board. For the purpose of computation of work load the UGC proposed mechanism is adopted i.e. one credit=1 Theory period of one hour duration, 1credit= 1Tutorial period of one hour duration, 1credit=1 Practical period of one hour duration. The credit(s) for each theory paper/practical/tutorial/dissertation will be as per the respective Board of Studies of departments.

Letter Grade	Numerical grade
O (Outstanding)	10
A+ (Excellent)	9
A (Very good)	8
B+ (Good)	7
B (Average)	6
F (Fail)	<5
Ab (Absent)	0

The minimum passing marks shall be 45% of the maximum marks as prescribed in the University Examination and 45% of marks in the aggregate marks in the subject including internal / Sessional marks. i.e. Minimum Passing Grade is “B”.

A student who obtains Grades “O” or “B” shall be considered as PASSED. If a student secures “F” grade, he/she shall be considered as FAILED and shall have to re appear in the examination. It is mandatory for a student to earn the required SGPA as in each semester. If a student is not able to secure 45% / B grade in any theory / practical / internal / Sessional / viva-voce / internship / project examination, the awarded grade point shall be ZERO (0).

1. The University, adopts absolute grading system where in the marks are converted to grades, and every semester results will be declared with semester grade point average (SGPA) and year result will be declared with year grade point average (YGPA). The Cumulative Grade Point Average (CGPA) will be calculated in end of final semester. The grading system except pharmacy department will be with following letter grades and grade points scale as given below:

Table

Level	Outstanding	Excellent	VeryGood	Good	Average	Fail
LetterGrade	O	A+	A	B+	B	F
GradePoints	10	9	8	7	6	0
Score (Marks) Range(%)	≥90 (90-100)	<90, ≥80 (80-89.99)	<80, ≥70 (70-79.99)	<70, ≥60 (60-69.99)	<60, ≥45 (45-59.99)	<45 (0-44.99)

1. A student obtaining Grade “F” shall be considered failed and will be required to reappear in the examination. Such students after passing the failed subject in subsequent examination / will be awarded with grade respective of marks he/she scores in the subsequent examination/s.
2. The University has the right to scale/moderate the theory exam / practical exam / internal exam / Sessional marks of any subject when ever required for converting of marks into letter grades on the basis of the result statistics of university as in usual practice, i.e. marks obtained in decimal will be converted in nearest integer.

9. CONVERSION OF GRADES IN TO PERCENTAGE

3. Conversion formula for the conversion of CGPA into Percentage is

CGPA Earned x 10 = Percentage of marks scored.

Illustration: CGPA Earned 8.2 x 10 = 82.0%

2. AWARD OF DIVISION

Division shall be awarded only after the final semester examination based on integrated performance of the student for all the semesters as per following details.

- 2.1.** A student who qualifies for the award of the degree securing “B” or above grades in all subjects pertaining to all semesters, and in addition secure as a CGPA of 8.0 and above shall be declared to have passed the examination in **FIRST DIVISION WITH HONOURS**.
- 2.2.** A student who qualifies for the award of the degree securing “B” or above grades in all subjects pertaining to all semesters, and in addition secures a CGPA of 7.0 and above shall be declared to have passed the examination in **FIRST DIVISION**.
- 2.3.** A student who qualifies for the award of the degree securing “B” or above grades in all subjects pertaining to all semesters, and in addition secures a CGPA of 5.0 and above shall be declared to have passed the examination in **SECOND DIVISION**.

10. UNFAIR MEANS:

Cases of unfair means in the End Semester Examinations and Mid-Term Tests shall be dealt as per the rules laid by the University.

Note:

1. Those students who are NOT eligible for promotion to next year shall have to reappear in the coming examination as ex-students. However, the marks of internal assessment shall be carried forward in such cases.
2. Scrutiny facility and Challenge evaluation facility shall be available for those students who want to improve their grades.

MBA (Business Economics) 5162200

Session 2022-23 onwards

Programme Outcomes:

On successfully completing the program the student will be able to:

PO 1: Demonstrate the knowledge of management science to solve complex corporate problems using limited resources

PO 2: Research literature and identify and analyze management research problems.

PO 3: Identify business opportunities, design and implement innovations in work space.

PO 4: Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to management practice.

PO 5: Apply ethical principles for making judicious managerial decisions.

PO 6: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

PO 7: Communicate effectively with various stakeholders

PO 8: Engage in independent and life-long learning.

Program specific outcomes:

1. Apply the concept of opportunity cost
2. Employ marginal analysis for decision making
3. Analyze operations of markets under varying competitive conditions
4. Analyze causes and consequences of unemployment, inflation and economic growth
5. Apply effective written and oral communication skills to business situations.
6. Analyze the global business environment.
7. Analyze the local business environment.
8. Use critical thinking skills in business situations.
9. Apply an ethical understanding and perspective to business situations.

MBA (Business Economics) 5162200 Session 2022-23 onwards

First Semester (5162201)					
S. No.	Paper Code	Paper Name	Nature	Max. Marks	Credit
1	60271	Management Process & Organization Behaviour	Major	75+25=100	5 Credit
2	60272	Quantitative Techniques & Research Methodology	Major	75+25=100	5 Credit
3	60273	Managerial Economics	Major	75+25=100	5 Credit
4	60274	Accounting for Managers	Major	75+25=100	5 Credit
5	60275	Communication and Personality Development	Minor (Elective)	75+25=100	4 Credit
6	600276	Research Project/ Survey Report		100	4 Credit
					28 Credit
Second Semester(5162202)					
S. No.	Paper Code	Paper Name	Nature	Max. Marks	Credit
1	60276	Financial Management	Major	75+25=100	5 Credit
2	60277	Management Science	Major	75+25=100	5 Credit
3	60278	Business Environment	Major	75+25=100	5 Credit
4	60279	Marketing Management	Major	75+25=100	5 Credit
5	600280	Research Project/ Survey Report		100	4 Credit
					24 Credit
Third Semester(5162203)					
S. No.	Paper Code	Paper Name	Nature	Max. Marks	Credit
1	70271	Project Economy and Management	Major	75+25=100	5 Credit
2	70272	Industrial Economics	Major	75+25=100	5 Credit
3	70273	Industrial Trade & Business	Major	75+25=100	5 Credit
4	70274	Service Sector Economics	Major	75+25=100	5 Credit
5	700275	Summer Training Project Report		100	4 Credit
					24 Credit
Fourth Semester (5162204)					
S. No.	Paper Code	Paper Name	Nature	Max. Marks	Credit
1	70276	Entrepreneurship Development	Major	75+25=100	5 Credit

2	70277	Agribusiness Management	Major	75+25=100	5 Credit
3	70278	Problem and Policies of Indian Economy	Major	75+25=100	5 Credit
4	70279	Human Resource Management	Major	75+25=100	5 Credit
5	700280	Dissertation Report and Viva Voce		100	4 Credit
					24 Credit
		Total=(28+24+24+24=100 Credit)			

Institute of Economics & Finance, Bundelkhand University, Jhansi
MBA (Business Economics) 2022-23 onwards

First Semester				
S. No.	Paper Name	Nature	Maximum Marks	Credit
1.	Management Process & Organization Behaviour	Major	75 + 25 =100	5 Credit
2	Quantitative techniques & Research Methodology	Major	75 + 25 =100	5 Credit
3.	Managerial Economics	Major	75 + 25 =100	5 Credit
4.	Accounting for Managers	Major	75 + 25 =100	5 Credit
5.	Environmental Economics	Minor	75 + 25 =100	4 Credit
6.	Research Project/ Survey Report		100	4 Credit
Second Semester				
1.	Financial Management	Major	75 + 25 =100	5 Credit
2.	Management Science	Major	75 + 25 =100	5 Credit
3.	Business Environment	Major	75 + 25 =100	5 Credit
4	Marketing Management	Major	75 + 25 =100	5 Credit
5	Research Project/ Survey Report		100	4 Credit
Third Semester				
1	Project Economy and Management	Major	75 + 25 =100	5 Credit
2	Industrial Economics	Major	75 + 25 =100	5 Credit
3	Industrial Trade & Business	Major	75 + 25 =100	5 Credit
4	Service Sector Economics	Major	75 + 25 =100	5 Credit
5	Summer Training Project Report		100	4 Credit
Fourth Semester				
1.	Entrepreneurship Development	Major	75 + 25 =100	5 Credit
2.	Agribusiness Management	Major	75 + 25 =100	5 Credit
3	Problem and policies of Indian Economy	Major	75 + 25 =100	5 Credit
4.	Human Resources Management	Major	75 + 25 =100	5 Credit
5	Dissertation Report and Viva Voce		100	4 Credit
TOTAL CREDIT = 28+24+24+24=100				

FIRST SEMESTER

MBA (Business Economics)

MBA (BE) 60271 - MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR (MPOB) Marks: 75

Course Outcome

On completion of the course, the learner will be able to

1. describe the field of organization behavior and its relevance at workplace
2. predict human behavior at workplace
3. analyze the individual and group behavior dynamics in organization
4. learn to apply behavioral theories

Unit I: Management process : Nature, Concept, Theories and Significance of Planning, Organizing, Staffing, Directing and Controlling, Managerial skills and roles in an organization. Social responsibility of business

Unit II: Management Thought: System and contingency approach, Organisational behavior; Concept, Nature, Role,

Unit III: Individual Behavior: perception, attitude, value, learning, personality trait, Leadership; concept, types of leadership and theories. motivation: process and theories

Unit IV: Group Behavior: Group dynamics and Emotional intelligence in organization, Group decision making, Leadership, Communication

Unit V: Organizational Behavior, Organizational system, Organizational design and structure, Work Stress.

Suggested Readings:

1. Robbins SP Management concepts, Pearson Education India, New Delhi
2. Koontz, Essentials of Management, Tata Mc Graw-Hill New Delhi
3. Chandan, JS Management Concepts and Strategies, Vikas Publishing House
4. Mullians, J Management Prentice Hall of India, New Delhi

MBA (BE) 60272 - Quantitative techniques & Research Methodology
Marks: 75

Course outcomes: On completion of this course, a learner will be able to

5. understand various quantitative and statistical methods
6. compute and analyze data using these methods
7. demonstrate use of quantitative and statistical techniques for data analysis

Unit I: Nature, Scope and Significance of Quantitative Technique, Variable, Series and its Types; Measures of Central Tendencies :Mean, Median and Mode.

Dispersion: Concept, Types and Measurement; Correlation: Concept, Types and its Measures; Regression Analysis: Concept and Application; Fitting the Regression Lines.

Sample, Sampling Methods and its types, Sampling and Non Sampling Errors.

Unit II: Probability Theory: Definitions and Terminology; Fundamental Models; Baye's Theorem; Random Variable and Probability Distributions: Binomial; Poisson and Normal Distribution.

Time Series: Concept, Types, Components and Models, Fitting the trends; Index Number: Concept and Applications; Test of Adequacy and Fisher's Ideal Index Number.

Unit III: Problem Formulation and Statement of Research, Organization Structure of Research; Research Process; Research Designs - Exploratory, Descriptive and Experimental Research Designs;

Methods of Data Collection Observational and Survey Methods; Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys.

Unit IV: data scaling, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods;

Unit V: Sample Design; Selecting an Appropriate Statistical Technique; testing of hypothesis, Z-Test, T-Test, Chi-square Test, ANOVA, Research Applications and research report.

Suggested Readings:

1. S. P. Gupta, Statistical Methods, Sultan Chand & Sons.
2. C.R. Kothari, Research Methodology Methods and Techniques, 2/e, Vishwa Prakashan.

3. Bendat and Piersol, Random data: Analysis and Measurement Procedures, Wiley Interscience.
4. D.C. Sancheti, V.K. Kapoor, Statistics, Theory methods and Application, Sultan Chand & Sons.
5. S C Agarwal, S C Khurana, Research Methodology and Statistical Analysis (for M. Com), V K Publications.
6. Kenneth S Bordens, Bruce B Abbott, Research Design and Methods: A Process Approach, Mayfield Pub. Co.

MBA (BE) 60273 - MANAGERIAL ECONOMICS (ME)

Marks: 75

Course Outcome

The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization. Course Outcomes cover the basic tools to fundamentally deal with achieving a set of sustainable goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment.

Unit I: Firms and its Objectives: Theories of the firm-Managerial theory, Behavioral Approach theory, Growth theory, Satisfying theory, etc: Relevance of the Profit maximization in the modern context.

Unit II: Demand and its Determination: Concept of demand; Market theory and company demand; demand function; Determinants of demand; Demand elasticity-Price ,income and cross elasticity; use of elasticity for analyzing demand; demand estimation; demand forecasting; demand forecasting of new product.

Unit III: Production and cost: Production function; concept of productivity; Isoquant; Ridge lines; Production Range; Isocost lines; Least cost combination of inputs; Producers equilibrium; Empirical production functions; Estimation of production function; Classification of cost; short run and long run costs; cost function; Law of variable proportions; Return to scale; Estimation of cost function; Problems of estimating cost and production functions.

Unit IV: Price and Output Relationship Under different Market Structure- Pure and perfect competition; Monopolistic competition, Oligopoly and Bilateral Monopoly; Discrimination monopoly; Pricing Practices and its types; Economics of Advertising cost.

Unit V: Macro Economics- Concept of GDP and GNP; Inflation types and impacts; Trade cycle: theories of trade cycle and business behaviour; Monetary and Fiscal Policies and their Effects on Business and Investment.

Suggested Readings:

1. **Managerial Economics, JV Vaishampayan**
2. **Managerial Economics-D Salvatore**
3. **Managerial Economics-Gupta**
4. **Managerial Economics-Reckie and Crooke**
5. **Managerial Economics- Varshney and Maheshwari**

MBA (BE) 60274- ACCOUNTING FOR MANAGERS (AFM)

Marks: 75

Course Outcome

Managers have to constantly deal with financial reports and financial statements in order to extract relevant information specific to the problem at hand. This course aims to provide skills to the students so that they can prepare and interpret financial statements and reports pertaining to different business.

Unit I: Financial Accounting - Concept, Importance and Scope, , Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income, Inventory Valuation and Depreciation.

Unit II: financial Statement Analysis, Funs Flow Analysis, The Statement of Cash Flows, Management Accounting - Concept, Need, Importance and Scope and responsibility centers.

Unit III: Cost Accounting - Records and Processes, Cost Ledger and Control Accounts, Marginal Costing and Absorption Costing.

Unit IV: Reconciliation and Integration between Financial and Cost Accounts; Overhead Cost and control, Job and Process Costing, Relevant Costing and Costing for Decision - Making, Standard Costing and Variance Analysis.

Unit V: Budget and Budgetary control, Performance Budgeting, Zero Base Budgeting.

Suggested Readings:

1. **Accounting for Manager- Dr. S N Maheshwari S Chand Publication**
2. **Accounting for Manager- C A C RamaGopal, New Age International Publisher**
3. **Accounting for Manager: Text and Cases- Sankar Thapa Taxman Publication**
4. **Accounting for Management- Dr. N P Srinivasan, S Chand Publication**
5. **Accounting for Manager-Jelsay Joseph Kupppally PHI Learning Publication**

Course Outcome: This course aims to provide exposure to the students about the basic concepts and importance of natural resource management. The students would be able to appreciate the urgency for protection, nurturing and management of Natural Resources.

Unit-I

Multidisciplinary nature of environmental studies, scope and importance,

Natural Resources: Renewable and non-renewable resources:

- a) Forest resources: Use and over-exploitation, deforestation, dams and their effects on forest and tribal people.
- b) Water resources: Use and over-utilization of surface and ground water, dams-benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting
- d) Food resources: World food problems,
- e) Renewable and non renewable energy sources, use of alternate energy sources.
- f) Land resources: landslides.

UNIT II: Introduction: Meaning of environmental economics; environment as a Public Good; The theory of Externality and Public Goods: Concepts, Market failure, Pigouvian Solution, Buchanan's Theory, Coase's theorem and its critique, Pigouvian vs. Coasian solution; Detrimental externality and non-convexities in the production set; Property rights; Collective action. The Design and Implementation of Environmental Policy: Overview; Pigouvian taxes and effluent fees; Tradable permits; choice between taxes and quotas; implementation of environmental policy;

UNIT III: Measurement of Environmental Values: Use values; Option value and non-use values. Techniques of Valuation: Market and Non- Market Valuation: Physical linkage methods; Abatement Cost Methods; Behavior Linkage Method-Revealed and stated preference; Social Cost benefit Analysis; Environmental impact assessment, Hedonic property values and house hold production models (Travel cost method and household health production function). Methods based response to hypothetical Markets, Contingent Valuation Methods.

UNIT VI: India's Environmental Policy and Performance, Environmental Planning and Management, Macroeconomic Policies and Environment, People's Participation. Population and Environment, Poverty and Environment; International Environmental Problems: Trans-boundary environmental problems; economics of climate change; trade and environment - Trade and environment in the WTO regime, Eco-labeling, Economics of climate change, Causes and Consequences of Ozone depletion and climate change. Rio and other than Rio Conference, Protocols and Treaties relating to climate change and Environmental degradation, Ozone depletion and Bio diversity. Sustainable Development: concept and measurement.

UNIT V: Population and Economic Development; Vital Rates – Fertility, Morbidity, Mortality, Age Pyramids, Age Structure, Life Tables and Migration; Demographic Dividend; Theory of Demographic Transition - Historical Trends; Adjustment of Birth and Death Rates; Household Choice Models; From Population to Development; Malthusian View; Growth Impact; Population and Environment; Major demographic features of India's population – Spatial, Age, Sex, Structure of Indian Population; Birth rate, Death rate, Life Expectancy & Infant Mortality; Trends & Patterns; Evaluation of family welfare programmes in India - National Population Policies since independence.

Suggested Readings:

1. Brady, John (2006). Environmental Management in organizations, Earthscan Pub.
2. Bromely, Daniel E The Handbook of Environmental Economics
3. Connor, Robin and Stephen, Dovers (2004). Edward Institutional Change for Sustainable Development, Edward Elgar Publishing.
4. Folmer, Henk, Hlandis Gabel and Hans Opschoor (1997). Principles of Environmental and Resource Economics, Edward Elgar Pub
5. Hanley, Nick, Jason F Shogren& Ben White, (2008). Environmental Economics, Macmillan.
6. Hart, Staurt L (1997). Strategies for Sustainable World, Harvard Business Review.
7. Hussan, Ahmed M (2004). Principles of Environmental Economics, Routledge Publication.
8. James, David. Application of Economic Techniques in Impact Assessment.
9. Kerr John, M, Marothia, Dinesh K, Singh, Katar, Ramaswamy, C and Bentaly, William R (1997). Natural Resource Economics, Oxford & IBH Publication.
10. Pearce, David, Giles Atkinson and Susana Mourato (2006). Cost –Benefit Analysis and Environment, Earthscan Pub.
11. Roger, Perman (1995). Natural Resources and Environmental Economics, Longman Publication.
12. Richard, Welford The Context of Corporate Environment Management.
13. Therivel, Riki (2004). Strategic Environmental Assessment in Action, Earthscan Publication.

MBA (BE) 600276 Research Project/Survey Report
100

Maximum Marks:

For research project/survey report the total strength of the class divided into three parts of 20 each or the strength accordingly. A topic of project/ survey will be assigned to each group and the group will have to prepare a detailed project/survey report and submit the complete project report /field survey report to their coordinator.

The submitted project report/field survey report will be evaluated by the internal research evaluation committee of the department.

SECOND SEMESTER

MBA (Business Economics)

MBA –BE- FINANCIAL MANGEMENT

Marks: 75

Course outcomes:

The objective of this course is to provide the basic understanding of corporate finance concepts. To enable the students, synthesize and explain the corporate financial functions and decision-making dynamics in the broad framework of a financial system. The course will prepare students

- To appraise and analyze the role and functions of a finance manager
- To assess the utility of concepts and principles of Financial Management from the point of view of wealth maximization objective of a firm
- To apply the course concepts in analyzing capital structure and project investment decisions.
- To demonstrate the application of basic principles of Financial Management in varying situations of risk and return trade-offs, cash management, credit and inventory management.
- To evaluate the outcomes of a firm's decision to use various financial assets in short and long term.

Unit I: Nature of Financial Management: Concepts and Objectives of Financial Management; Approaches of Financial Management.

Unit II: Time Value of Money, Valuation of Securities, Risk and Return, Beta Estimation, Cost of Capital.

Unit III: Investment Analysis: Capital Budgeting Decisions, Determining Cash Flow for Investment Analysis, Complex Investment Decision and Risk Analysis in Capital Budgeting

Unit IV: Capital Structure: Instruments of Long and short term sources of funds, Capital Structure Theories, Leverages Analysis, Dividend Theories and Policies

Unit V: Working Capital Management Concepts and its Types, Estimation of Working Capital, Determinants of Working Capital, Credit Policy, Receivable Management, Cash Management, Marketable Securities, Inventory Management;

Suggested Readings:

1. Financial Mangement- IM Pandey Pearson Publication
2. Financial Management- PC Tulsian S Chand Publication
3. Financial Management- JV Vaishampayan Royal Publication
4. Financial Management- MY Khan and PK Jain McGraw Hill Publication
5. Fundamental of Financial Management- Vyuptakesh Sharan Pearson Publication

MBA (BE) - MANAGEMENT SCIENCE

Marks: 75

Course Outcome:

1. To understand the use of limited resources for maximum output.
2. To understand the various optimizing techniques for business and banking scenario.

Unit I: Management Science - Basic Concepts and its role in Decision Making; Linear Programming Problem: Graphical and Simplex Method; Duality

Unit II: Big M Method; Integer Programming Branch and Bound algorithm; Sensitivity Analysis; Goal Programming Problem

Unit III: Transportation Problem and Assignment Problem; Queuing Theory;

Unit IV: Network Analysis Techniques; PERT/CPM; Decision Theory and Decision Trees

Unit V: Inventory Management; Game Theory; Simulation.

Suggested Readings:

1. Operations Research: S Kalavathy Vikas Publication
2. An Introduction to Management Science: Quantitative Approaches to Decision Making: David R Anderson and Dennis J Sweeney Cengage Publication
3. Operation Research: Theory and Application JK Sharma Mac Millan Publication
4. Operation Research: Quantitative Techniques for Management V K Kapoor S Chand and Sons
5. Operation Research: Quantitative Analysis for Management K K Chawala, Vijay Gupta and Bhushan K Sharma Kalyani Publication

MBA (BE)- - BUSINESS ENVIRONMENT

MAXIMUM MARKS 75

Course Outcomes:

The objective of this course is to examine the political, regulatory, societal, cultural, and natural factors that shape business' nonmarket environment. Business enterprises function in both a market and a nonmarket environment. The non-market environment is the space where the formal and informal rules governing market competition are set and enforced. Successful businesses align the firm's capabilities with the demands of both its market and nonmarket environment. The course will examine markets, market failures, the role of government in correcting market failures, and government failures.

Unit I-Concepts, Significance, Elements and Scanning techniques of Business Environment

Unit II-Economic Environment-industrial policy,Fiscal policy, Monetary policy, EXIM policy

Unit III-Legal & political Environment-Consumer protection Act 2018, Competition Act 2009, FERA & FEMA, Licensing policies, Trend shifting in legal and political environment.

Unit IV-International and Technological Environment- Multinational corporations, NRI contributions, WTO, World Bank, IMF, FDI and Rupee devaluation

Unit V- Policy environment: Liberalization, Privatization, and Globalization, second generation reform, Industrial policy, growth and changes.

Suggested Readings:

1. Ashwathappa, K.; Business Environment for strategic Management.
 2. Charunilam, Francis: Business Environment.
 3. Charunilam, Francis: Business and Government
 4. Shukla, M.B. Business Environment.
 5. Ghosh, B.; Economic Environment of Business.
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MBA (BE) - MARKETING MANAGEMENT

Marks: 75

Course Outcomes: This course addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets. Specifically, this course seeks to develop the students' skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions

Unit I: Nature and scope of marketing, the Marketing environment and Environment scanning.

Unit II: Marketing information system and Marketing research, Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning.

Unit III: Product decisions - product mix, product life cycle, new product development, branding and packaging decision, Pricing methods and strategies, Promotion decisions, Promotion mix, Advertising, Sales promotion, publicity and personal selling.

Unit IV: logistic Management, selection, cooperation and conflict of channel management.

Unit V: vertical marketing Implementation and systems, Evaluation and control of marketing efforts; new issues in marketing - Globalization, Consumerism, Green marketing, Relationship Marketing, Legal issues.

Suggested Readings:

1. Kotler Philip and Kevin Keller, Marketing Management 13th ed. Pearson prentice.
 2. Kotler, Philip, and Gray Armstrong, Principles of marketing, 12th ed. Pearson prentice Hall.
 3. Etzel, Michael j. Bruce J. walker and William j. Stanton, Fundamentals of Marketing 11th ed. McGraw Hill.
 4. Mc Carthy, E. Jerome, Joseph P. Canon and William d. Perrault, Jr.,Basic Marketing; A Managerial Approach,9th ed. McGraw Hill.
 5. Kotler, Phillip, Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management; A South Asia Perspective, 13th ed, Pearso, India.
-

MBA (BE) Research Project/Survey Report

Maximum Marks: 100

For research project/survey report the total strength of the class divided into three parts of 20 each or the strength accordingly. A topic of project/ survey will be assigned to each group and the group will have to prepare a detailed project/survey report and submit the complete project report /field survey report to their coordinator. (The topics and research work of the students should be totally different from the first semester so that the students could learn something new and different from the first semester).

The submitted project report /field survey report will be evaluated by the internal research evaluation committee of the department.

THIRD SEMESTER
MBA (Business Economics)

MBA (BE) - Project Economy & Management

Marks: 75

Course outcomes : This course aims to equip students for understanding the importance of the new investment project vis-à-vis total economy functioning. Further, the students would be able to prepare feasibility report for any new venture / start - up, understand its planning and implementation.

Unit – I (Project Appraisal)

Introduction, Project Cycle, Development Planning & Project Choice, Project Identification and Design,

Unit II- (Market & Technical Analysis)

Market and Demand Analysis of a Project, Competitiveness of the market. Technical Analysis, Business and Technology, Acquisition, Management of Technology.

Unit III- (Financial Analysis of a Project)

Estimate Cost of project, means of finance, working capital requirements and financing, time value of money, cost of capital, Evaluation of project investments using non discounting and discounting criteria.

Unit- IV (Economic Analysis of a Project)

Rationale for social Cost Benefit Analysis, UNIDO Approach to Project Appraisal, Little Mirrless Approach, World Bank Approach, Project Appraisal and Indian Plans.

Unit - V (Impact, Risk and Sensitivity Analysis of a Project)

Environment impact, Benefit Estimation in social and infrastructure Projects, Scenario Analysis, Simulation Approach and Decision Tree Analysis

Reading list

1. Boardman A, D Greenberg, A Vining and D Weimer (2014). Cost-Benefit Analysis – Concepts and Practice, Harlow: Pearson.
 2. Chandra, Prasanna (2010). Project Planning Analysis Selection Implementation and Review, Tata McGraw Hill Publication.
 3. Clifton, David and David Fyfee (1977). Project Feasibility Analysis, Wiley- Inter science Publication
 4. Cuervo, Alvaro, Domingo Ribeiro and Salvador Roig (2007). Entrepreneurship, Springer
 5. Glasson J, R Therivel and A Chadwick (2012). Introduction to Environmental Impact Assessment, Routledge.
-

Course Outcomes

When analysing decision making at the levels of the individual firm and industry, Industrial Economics helps us understand such issues as:

- the levels at which capacity, output, and prices are set;
- the extent that products are differentiated from each other;
- how much firms invest in research and development (R&D)
- how and why firms advertise

UNIT I: STRUCTURE - CONDUCT - PERFORMANCE PARADIGM Definition of Industrial Economics, The Structure, Conduct, Performance model/framework with and without feedbacks and its critique, The Firm: Principal-Agent problem, Hold Up Problem, Tapered Integration, Franchising, Sustainable Competitive Advantage, Casual Ambiguity . Theories of Industrial location, Industrial structure : Private and Public sector, Large, MSME, Village industries, Industrial productivity and its tools. Sick Industries and its revival, Problems of Small Scale Industries. Role of Banking Sector in Industrialization

UNIT II: MARKET STRUCTURE, POWER AND CONCENTRATION Theories of Measurement of Concentration: deterministic and Stochastic Approach - Lerner and Herfindahl Index, Concentration and Market Power: Theory and Empirical Estimation, Conduct and Market Power: Empirical Estimation, Collusion and Efficiency Hypothesis

UNIT III: BARRIERS TO ENTRY Entry Cost and Market Structure, Endogenous versus Exogenous Entry Cost, Free Entry and Social Welfare - Strategic Behavior, Entry and Exit: Entry deterrence, Predation, Mergers, Amalgamations and Acquisitions, Joint venture.

UNIT IV: VERTICAL INTEGRATION, PRODUCT DIFFERENTIATION AND ADVERTISING Double Marginalization and Two Part Tariffs, Retailers Competition, Investment Externalities, Indirect control, Manufacturer Competition, Vertical Restraints - Horizontal and Vertical Differentiation, Product differentiation and Market power, Product Positioning, Imperfect Information and Switching cost

UNIT V: TECHNICAL PROGRESS & PERFORMANCE Market Structure and Incentives for Research and Development, The Dynamics of R&D Competition, Public Policy, Organizational Inertia, Patent and Copyright Protection, Industrial policy 1991, Foreign Investment, Role of MNC and Foreign Collaborations. Current

References:

1. Roger Clarke, Industrial Economics (Oxford: Basil Blackwell, 1985)
 2. Luis M Cabral, Introduction to Industrial Organization, The MIT Press
 3. Stephen Martin, Industrial Economics, Blackwell Publishers
 4. Fergusen and Fergusen, Industrial Economics.
 5. Stephen Martin, Advanced Industrial Economics
-

Course Outcomes:

1. This course seeks to equip students with a basic understanding of theories of International trade.
2. It also provides an introduction to trade policy issues and to the role of the WTO.

Unit I: Globalization Concept of Globalization, Globalization of Market and Production, Changing nature of the global economy, Drivers of Globalization, Role of technological change in Globalization, Changing demographics of the global economy: (changing world output and world trade picture, changing foreign direct investment picture, changing picture of Multinational Enterprises (MNE), Global Economy of the 21st century, Meaning and role of Regional Economic Integration, Globalization debate and Antiglobalization protests, Concept of World Labour policies and Environment.

Unit II: National Differences National Differences in Political, Economic, Legal System, Culture and Economic Development, Ethics, Corporate Social Responsibility, and Sustainability

Unit III: Global Trade and Investment Environment and Global Monetary System International Trade Policy, Government Policy for International Trade, Foreign Trade Investment, Regional Economic Integration, The Foreign Exchange Market, International Monetary System, Global Capital Market.

Unit IV: The Strategy and Structure of International Business Organization of International Business, Entry Strategy and Strategic Alliances. International Logistic, International Marketing

Unit V: International Business Functions Exporting, Importing, and Countertrade, Global Production and Supply Chain Management, Global Marketing and R&D, Global Resource Management, Accounting and Finance in the International Business.

Unit VI : Case Studies

- Making the Apple iPhone
- Revolution in Egypt
- Ghana an African Dynamo?
- Walmart Can't conquer all countries
- The Rise of India's Drug Industry
- Oriegn Retailers In India
- Amazon Kindle Evolution
- Export challenges to MSMEs: A case Study of Indian handicraft Industry

Suggestive Readings

1. Charles W.L. Hill, G. Thomas M. Hult, Rohit Mehtani, International Business, McGraw Hill Education(India) Private Limited
 2. International Management - Culture, Strategy, and Behavior (5 ed) by Richard Hodgetts and Fred Luthans, McGraw-Hill, 2003. (Supplemental Reading). (Code: IM)
 3. Anthony R.N., D.F. Hawkins and K.A. Merchant, Accounting: Text and Cases, McGraw Hill, 1999
 4. Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, Financial Accounting Theory and Analysis, Text Readings and Cases, John Wiley and Sons, 2005.
 5. Ahmed RiahiBelkaoui, Accounting Theory, Quorm Books, 2000.
-

MBA (BE) Service Sector Economics

Marks: 75

Course outcomes:

At the end of the course, the learner will be able to:

1. Understand the importance of retailing.
2. Identify various formats of retailing.
3. Comprehend the store design, location, and operation related issues in retail industry.
4. to familiarize students with the conceptual understanding of the various types of Banking and financial services available and an exposure to the regulatory environment in which these operate.
5. The course covers the spectrum of financial intermediation and banking services which are indispensable for smooth functioning of business activities.

Unit-I Concept of service- Attributes of service, Main types of services and their classification, service-goods relationship, economic services; Rural-Urban Services-dualism. Services Economy-Concept and its role in development, Knowledge Economy- Concept and Characteristics, Innovation and Research & Development

Unit-II Services and information Technology-The Interconnection-Promotion of Services through IT in India; Financial Services-Security Markets and their Management in India- Management and Marketing of financial services in India

Unit-III Travel, Transport, Communication, Insurance and Tourism: interrelationship – Growth of Transport-Transport Planning –Development of infrastructure-Role of the State and PrivateSector;

Hospitality and Entertainment Service-Hotel industry-Feasibility and Planning of Hospitality -
Hotel Regulations-Tariff clarification-Food and Catering Services

Unit-IV Dynamics of services sector growth in India, Three-sector hypothesis and India, Role of service sector in Indian Economy, Decomposition of Services sector growth in India and its implications.

Unit-V Employment in Services Sector- a gender perspective; Business Services, Telecommunications, Tourism, Hotel, Real estate, IT and insurance sector in India Public Private Partnerships in Services

Suggested Reading List

1. A.K. Bhatia – International tourism: Fundamentals and Practices
 2. U.A. Avadani, 'Investment and Security Markets in India', Himalaya Publishing House, Bombay
 3. R.K.Sen and B.Chatterjee, 'Indian Economy Agenda for the 21st Century' Deep and Deep Publications, New Delhi
 4. Baumol, W.J., Blackman, S.A. Batey and Wolff, E.N. (1985) Unbalanced Growth Revisited: Asymptotic Stagnancy and New Evidence. American Economic Review 75:806-17.
 5. Glasmeier, A. and Howland, M. (1994), Service-led Rural Development: Definitions, Theories and Empirical Evidence, International Regional Science Review, 16, 197-229
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MBA (BE) Summer Training Project Report Maximum Marks: 100

The students will have to go for summer training for 4-6 weeks summer training/internship after the completion of second semester examination and whatever they learn in the organization they will have to prepare a complete project report and submit it to the department as per guideline of the department. The presentation, evaluation and viva-voce examination of this project would be conducted under the presence of internal and external examiner.

FOURTH SEMESTER
MBA (Business Economics)

MBA (BE) Entrepreneur Development

Marks: 75

Course Outcomes:

1. Learners will explore entrepreneurial skills and management function of a company
2. To explain classification and types of entrepreneurs and the process of entrepreneurial project development. Learners will identify the type of entrepreneur and the steps involved in an entrepreneurial venture.
3. To discuss the steps in venture development and new trends in entrepreneurship. Learners will understand various steps involved in starting a venture and to explore marketing methods & new trends in entrepreneurship.

UNIT 1: Define Entrepreneurship, Entrepreneurship domain, Managers Entrepreneurs and Entrepreneurial Managers, Entrepreneurship and small business Characteristics of Entrepreneurs, Entrepreneurial Orientation, Entrepreneurial Motivation, Models of Entrepreneurial Motivation, Factors influencing Entrepreneurial Behaviour Entrepreneurial Process Model, 3M Analysis for opportunity screening, New Venture creation process, Process of Enterprise formation

UNIT 2: Importance of creativity management, creativity and entrepreneurship, steps in creativity, skills of an entrepreneur

UNIT 3: Approach to entrepreneurship to small, medium, and large corporations, entrepreneurship in the context of small and medium enterprises (SMEs) and large corporations, Impact of changing environment on entrepreneurship, role of strategic management in the development of entrepreneurial organization, Sources of Entrepreneurial Capital, Securing Debt financing, Equity financing, Venture capital, Exit Strategy.

UNIT 4: Entrepreneurship in domestic and international business, Planning Business Models and Strategy, Developing Entrepreneurial strategy, Strategy development framework, entrepreneurial behaviors for individuals and teams to identify and exploit opportunities, integration of entrepreneurship and marketing for market oriented and customer focused innovations

UNIT 5 : Intellectual Property Management, Nature of Intellectual Property, IP Rights, Copyright, Confidentiality and Trade Secrets, Developing an IP Strategy, Licensing Social Entrepreneurship , Developing a Social Economy, Social Enterprise, Social Entrepreneur, Cooperative and mutual enterprises, Business Cooperative Model, Social enterprise and the role of Cooperatives, Cooperatives Life-cycle Model, Strategies for enhancing Social Entrepreneurship and Social Innovation.

Suggested Readings:

Drucker, P., “Innovation and entrepreneurship”, Routledge, 2014.

Shukla, M., “Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism”, Sage Publications Pvt. Limited, 2019.

S S, K. *Entrepreneurial development*. S Chand & Company Limited.

Course Outcomes:

The focus of this course is to introduce students to the importance of Agricultural sector and to the issues associated with agricultural transformation, agricultural production, and demand of and supply for agricultural commodities. The objective is to equip students to analyze and critically assess issues, policies and programs in these areas with Particular emphasis on Indian agriculture.

Unit 1: Introduction to Agribusiness Management

Concept And Features of Agribusiness Management and Definition of Agricultural Economics, Factors of Agricultural Production, Role of Agriculture in Indian Economy, Agricultural Production (Food Grains & Commercial Crops in India, Pulses and Oilseed Crops), Food Consumption, Livestock, Dairy and Fisheries Productions, Agro-Industrial Complexes, Food Processing Sector, Food Safety Schemes. Changes In Indian Agriculture. National Policy on Marine Fisheries (2017); National Seed Policy (2002); National Food Processing Policy, New Investment Policy Scheme for Natural Resource Management, Scheme Related to Horticulture, Scheme Related to Plant Protection, Scheme Related to Machinery, Credit Scheme and Insurance Schemes, Cooperative Sector Schemes and Agricultural Marketing Schemes.

Unit 2 Indian Agriculture Policy and Scheme

Introduction, National Agriculture Policy (2000); Agriculture Price Policy in India; Foreign Trade Policy of India, Nutrient Based Subsidy (NBS) Policy, National Food Security Act, 2013 (Right To Food Act); National Policy on Handling, Storage and Transportation of Food Grains; National Biotechnology Policy; National Policy For Farmers (2007), New Agricultural Policy 2020: The Three Agri Reforms, The Farmers' Produce Trade and Commerce (Promotion and Facilitation) Bill, 2020, The Farmers (Empowerment and Protection) Agreement of Price Assurance and Farm Services Bill, 2020, The Essential Commodities (Amendment) Bill, 2020, Pro-Cons of Agri reform bills.

Unit 3: Agricultural Finance:

Overview on Agricultural Finance, Meaning of Agricultural Finance, History of Financing agriculture in India, Nature and scope of agriculture finance, difference between financing of

Agricultural and other sections. Role and importance of Agricultural Finance. Classification of financial need. Source of Agricultural credit in India, Weakness in agriculture credit structure, Suggestion for Improving Institutional Rural Credit System, Contract Farming and Retailing: nature and importance of contract farming advantage to the farmers, advantages to the sponsors, problems faced by farmers and problem is by sponsors;

Unit 4: Agricultural Marketing:

Infrastructure status of Agricultural marketing; infrastructure regulated markets, commodity futures and Forward Markets, Central Processing Centres (CPC), Agri-Export Zones (AEZ), Farm Road Infrastructure, Post-Harvest Handling: Packaging, Cooling method and temperature, Storage and Pest control; grading facilities transportation, Storage Cold Storage And Refrigerated Containers, Value Addition Telecommunication, Marketing Cooperatives, Direct Marketing, Supply Chain Management, State Trading, AGMARKNET, Constraints in the present Agricultural System. Government policies and program relating to the agricultural prices: agricultural price policy and its objectives, current instrument of Agricultural price policy, Administered Prices, Efficiency of Marketing System for agricultural commodities; Marketing costs, Margins and price Spread; Integration of agriculture markets, Market intermediaries and their role, concept of financial statements

Unit 5: Production Management in Agri Business:

Introduction, Diversification, Natural Resource Management, Soil conservation, Biodiversity conservation, Sustainable agriculture, Water Resources, Labour and Agriculture wages, Cropping pattern (On the Basis of Regional Agro-Climatic Planning) Watershed Management, Global Positioning System, Precision farming and Organic farming, National Mission on Sustainable Agriculture.

Overview of world agricultural trade, issues impacting international agricultural trade, agricultural policy, technology advancement on agricultural products, Export and import of agricultural commodities. Destinations of Export and import of Agricultural commodities.

Reading Books

1. Mishra Anjana, Biswas Debasish and GiriArunangshu Agribusiness Management, Himalaya Publishing House
2. Talathi, JM; naik VG. And Jalgaonkar V. N. Introduction to Agricultural Economics and Agribusiness Management, ANE BOOK New Delhi

3. Pandey, Financial Management, Vikash Publishing House Private Limited.
 4. Kadam S. S., A Text Book of Agribusiness Management, Universal Prakashan, Pune
 5. EIRI Board, Food Processing and Agro-based Industries, Engineers
India Research Institute
 6. Kotler, P. & Armstrong, G. Principles of Marketing, Pearson.
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MBA (BE) Problem and Policies of Indian Economy

Marks: 75

Course Objective: The objective of this course is to give students an insight into the relationship between firms, markets and public policy.

UNIT-I: Economic Rational of government; Fiscal Function of the government, Market failures: Imperfections, Decreasing cost; Concepts of Private Goods and Social Goods; Social welfare function; Theory of second best. Public Expenditure: Structure and growth of public expenditure; Economic Effects of public expenditure; Wagner's Law; Wiseman – Peacock Hypothesis; Social Cost- Benefit Analysis; Reforms in expenditure budgeting Principals of Taxation - Principle of Fiscal Neutrality; Excess Burden; Doctrine Principle of Equity, Benefit Principle; Bowen and Lindhal Models, Ability to pay Principle; theory of optimal taxation; Effects of taxation on work effort, Savings, investment and growth. Impacts and Incidence of Taxes - Meaning of Impact and Incidence of taxes ; Distinction between Impact and Incidence of taxes ; types of Incidence; theories of Shifting Incidence; Shifting of Tax Incidence under Different Market Condition

UNIT II: Public Debt - Classical and modern views of Public debt; Sources of Public debt; burden of public debt; public borrowings and price level; Principles of public debt management and repayment. Fiscal Policy- Objectives of fiscal policy: Full employment, Anti- inflation, economic growth, redistribution of income and wealth; Instruments of fiscal policy; macroeconomic effects of fiscal deficits; the high inflation trap; Fiscal deficit in India; Indian fiscal policy since 1991.

UNIT- III Fiscal Federalism - Fiscal federalism in India; Vertical and horizontal imbalance; Sources of revenue of centre and state ; Decentralization theorem ; role of Finance Commission and Planning Commission; Criteria for transfer of resources; Deficit finance – Causes and Consequences . Indian Finances - Tax systems in India: Structure, Composition; Sources of Revenue of the Union, States and local bodies; Classification of taxes: Direct and indirect taxes, progressive, proportionate and regressive taxes, Ad-valorem and specific taxes; reforms in direct and indirect taxes; Analysis of Central and State government budgets

Unit IV Money: Evolution of Money, Role and Nature of Money; Monetary Standards- Gold, Paper. Money in the present scenario: e wallets – concept, nature and advantages.

Demand for Money- Classical: Fisher, Cambridge: Cash Balance Approach, Keynesian Theory and Post Keynesian Approach to Demand for Money- Tobin, Baumol and Friedman.

Money Supply: Concept, Measures and Determinants of Money Supply. Money multiplier: concept and the H theory of Money Supply. Monetary base: Central Banking: Introduction and Functions.

Monetary Policy and its instruments: Credit Control measures of the Central Bank.

Overview of Indian Banking System: Commercial Banks- Nature and Functions.

Unit V Negotiable Instruments: Nature and Type; Capacity of Parties of Negotiable Instrument; Negotiation; Presentment of Negotiable Instrument; Discharge from Liability; Dishonour of Negotiable Instrument; Crossing and Dishonour of Cheque. Banker – Customer Relationship: Legal Nature of Banker- Customer Relationship and their Rights and Duties; Special Categories of Customers- Corporations, Partnership Firms, Hindu Joint Families, Trusts, Joint Account Holders, Minors, Nominee Account and NRI. Different types of Accounts: Saving Account, Current Account and Fixed Deposits. Other Transactions between them: Safe Deposit Vaults, Bank Guarantee, Financial Advice; Secrecy of Account. Basic Banking: KYC norms; SST: ATM, Net Banking, etc.

Suggested Readings:

1. Macro Economics: H.L. Ahuja
 2. Banking Law and Practice- P.N. Varshney
 3. Monetary Economics: Jagdish Handa
 4. Money, Banking and Public Finance- T.N. Hajela
 5. Musgrave, R.A. (1959), The Theory of Public Finance, McGraw Hill, Kogakhusa, Tokyo.
 6. Musgrave, R.A. and P.B. Musgrave (1976), Public Finance in Theory and Practice, McGraw Hill Kogakusja, Tokyo
 7. Buchanan, J.M. (1970), The Public Finances, Richard D. Irwin, Homewood.
 8. Jha, R. (1998), Modern Public Economics, Rutledge, London.
 9. Menutt, P. (1996), The Economics Public Choice, Edward Elgar, U.K
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MBA (BE)-HUMAN RESOURCE MANGEMENT

Marks: 75

Course Outcomes: On completion of the course, the student will be able to:

1. distinguish the strategic approach from traditional HRM
2. understand the formulation of HR strategy aligned to business strategy
3. application of cultural differences to managerial effectiveness through case studies
4. manage diversity at workplace through cognitive understanding of

the cultural dimensions and differences

5. design and develop organization structure, systems, and HR practices encouraging inclusion

Unit I: Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment.

Unit II: Corporate Objectives and Human Resource Planning; Career and Succession Planning, Job analysis and Role Description.

Unit III: selection and recruitment, Manpower Training and Development.

Unit IV: Performance Appraisal and Potential Evaluation, Job Evaluation.

Unit V: Employee Welfare; Industrial Relations & Trade Unions

Suggested Readings:

1. Armstrong, Michael, "Strategic Human Resource Management", Kogan Page, New York / New Delhi, 2021, Seventh Edition.
2. Azmi, Feza Tabassum, "Strategic Human Resource Management", Cambridge University Press, United Kingdom, 2019, First Edition.
3. Storey, John, Patrick M. Wright, and Dave Ulrich, "Strategic human resource management: A research overview", Routledge, 2019.
4. Greer, Charles R, "Strategic human resource management", Pearson, 2021.
5. Bhattacharyya, Dipak Kumar, "Cross-cultural management: Text and Cases", PHI Learning Pvt. Ltd., 2010.
6. Hofstede, Geert, Gert Jan Hofstede, and Michael Minkov, "Cultures and organizations: Software of the mind", Mcgraw-hill, New York, 2005.
7. Thomas, David C., and Mark F. Peterson, "Cross-cultural management: Essential concepts", Sage Publications, 2016.
8. Kandula, Srinivas R., 'International Human Resource Management", Sage, 2018.
9. Aswathappa,K. and Dash, Sadhana, "International Human Resource Management", Mc-Graw Hill, India, 2020, Third Edition
10. Dowling, Peter J., Festing, Marion, and Engle, Allen D., "International Human Resource Management", Cengage, India, 2017, Seventh Edition

MBA (BE) Dissertation Report and Viva Voce Maximum Marks: 100

At the beginning of fourth semester classes a topic for dissertation will be assigned to each student separately or at least one topic to three students by the internal research

committee of the department. Students will have to complete the dissertation under the guidance of assigned Guide/Mentor and submit it to the department.

The presentation, evaluation and viva-voce examination of this dissertation would be conducted under the presence of internal and external examiner.

THE END