

**MAHARSHI DAYANAND SARASWATI
UNIVERSITY, AJMER**

SYLLABUS

**Master of Business Administration
(Business Economics)**

**MBA (Business Economics) Semester-I
MBA (Business Economics) Semester-II
MBA (Business Economics) Semester-III
MBA (Business Economics) Semester-IV**

SESSION 2015-16, 2016-17

**0.22 (B) Ordinances for the Masters of Business Administration
(Business Economics)**

i) Objective:-

This programme aims at preparing the graduates for economic analysis and policy formulation. It contributes in some direct and substantial way to ones expertise as a business person, executive or business economist which will be very useful for the research and development departments of large industrial houses for policy formulation and day to day operations.

The MBA (BE) graduates shall also be available for placements with all types of business firms as functional experts. This will also help to take up self employment in selected areas of the business economy.

ii) Duration of course:-

MBA (BE) Programme is designed as a four semester programme spread over a two years period. Semester I and Semester II is in Ist year (MBA - BE Previous) and Semester III and Semester IV in IInd year (MBA - BE Final).

iii) Eligibility:-

A candidate seeking admission to MBA (Business Economics) previous shall be required to possess a Bachelor's Degree of Honours/Pass in/with Economics/Commerce with 48% marks or Bachelor's/Master's degree in any discipline with 50 percent marks in aggregate. A Candidate who has appeared/ is appearing in the final year of the qualifying examination may also apply for admission subject to the condition that he will be required to submit the mark-sheet of the qualifying examination by the date notified by the University failing which his candidature shall be cancelled.

iv) Admission Process:-

Admission to MBA(Business Economics) Previous shall be made on the basis of a Merit/ Written test and a Personality test carrying a total weightage of 200 marks as decided by the university from time to time.

- i. The written test will be of two hours duration. Questions will be objective type and will be based on information on Indian Economy, Numerical ability, Business data interpretation and on basic knowledge of Economic Concepts. The written test is 70% of the weightage. The personal interview will consist of Group Discussion and Interview and carry 30% weightage.
- ii. Final selection shall be made on the basis of performance of candidate both in written test and personal interview. Selected candidate will be informed by post and he/she has to deposit required fees (Non refundable) before the date stipulated therein, otherwise his selection will be automatically stands cancelled.

v) Course Structure:-

The examination shall consist of (a) Theory and applied papers (b) Summer Training report and Viva - Voce (c) Industrial Visit Report and Viva Voce. Candidate is required to pursue a regular course in the University/Affiliated Colleges for appearing in the examinations. Each semester shall have six courses. Each course is worth 40 to 45 hours on instructions.

vi) Examination:-

- a.) There shall be 24 papers in all of 2400 aggregate marks (Six papers in each Semester) including two optional groups of two papers each in semester IV. There shall be an examination at the end of each semester as determined by the University.
- b.) Every prescribed course shall carry a total of 100 marks. There shall be 80 marks for written examination and 20 marks for internal examinations.
- c.) Summer training report and its comprehensive viva-voce will carry 100 marks i.e. 50 marks each.

At the end of IIInd semester, all students will have to undergo summer training of continuous period of 45 days with an industrial, business or service organization for taking up a project.

The project shall comprise of two parts- Part one, a general understanding of the industry and the firm and part two - a specific real time project with the consent of both the organization and the Department's Training and Placement Advisor/ Officer. The students who undergo the training are compulsorily required to arrange to deliver the confidential report of the training supervisor directly to the Training & Placement Officer/ Advisor of the department in a sealed envelope, in the absence of which the student will not be allowed to report back at the Department and any summer Training Report will not be allowed to be submitted and no viva-voce or presentation taken. Training Report evaluation shall be done as following: 50 marks for training project report to be evaluated by external examiner. 50 marks for Viva - Voce examination, which would be based on student presentation before the faculty members of the Department in the presence of external examiner. The Summer Training Project Report submitted by the student in triplicate copies which should essentially include at least one certificate in original by the training supervisor on company stationery along with one soft copy on CD/DVD before the due date as announced by the Department.

Depending upon the needs of this student training, the Head of the Department may depute the faculty members to visit the organizations outside Ajmer where the students may be undergoing training to ensure the effectiveness of training and to sort out any of the training related issues on the spot, this would also be used as an opportunity to guide the students on the spot, this would also be used as an opportunity to guide the students on the spot for training/ project report.

- d.) To pass a semester a student shall have to score 40% marks in each course separately for Internal and external examination and also 50% marks in aggregate excluding the ATKTs subject viz (2 in a Semester and 4 in all).
- e.) A student will be Allowed To Keep Term (ATKT) to next semester if s/he obtains 50% marks in aggregate and fails in not more than 2 (two) courses in a semester examination. A student can hold at most 4 (four) ATKTs at any point of time.
- f.) Wherever a student appears at an ATKT examination s/he will do so according to the present syllabus.
- h.) A student not appearing at any examination/ absent in any paper of term end examination shall be deemed as fail.

vii) Award of degree

A Student shall be eligible for the award of MBA(Bussiness Economics) degree only if s/he fulfills the following conditions:

i.) Passes all the four semesters as laid down above, as well as all the viva voce examination and also secures minimum prescribed pass marks in the summer training project and industrial visit report.

ii.) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the four semesters examinations as follows:

First division 60% and Above

Second division 50% and above and below 60%

iii.) Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the two years.

viii) Attendance

Ordinance 144 and 145 related to minimum attendance and condition of shortage of attendance shall apply to MBA(Bussiness Economics) students.

- ix) A student shall be required to successfully complete the programme within a continuous span of four years from the date of admission during this period. If there is any ATKT in any course/s the same has to be part with maximum of three chances within a span of four years from the date of admission.
- x) A candidate re-appearing at an examination in a subsequent year shall be examined in accordance with the scheme of syllabus in force and for that reason he may be required to change any paper(s) if necessary.
- xi) A candidate who is appearing at the MBA(Buss.Eco.) Final examination shall be allowed to appear in examination in any one/or more of the optional groups along with the examination of MBA(Business Economics) Final and if successful, will be given a certificate to that effect provided that the candidate submits a separate examination form along with the prescribed University fees within due date.
- xii) A candidate who has passed the MBA(Buss.Eco.) examination with some particular optional group(s) shall also be allowed to present himself for examination, during the subsequent year only in other optional group(s) not taken by him at the said examination and if successful, will be given a certificate to that effect.

SCHEME OF EXAMINATIONS
MBA(Business Economics) Previous 2015-16

Paper No.	Paper Name	Theory/		Total
		Practical/Internal	External	
Semester I 2015-16				
101	Micro Economic Analysis	20	80	100
102	Statistical Methods	20	80	100
103	Principles of Management and Organisational Behaviour	20	80	100
104	Business Accounting	20	80	100
105	Computer Applications 30	20	50	100
106	Macro Economic Analysis	20	80	100
Semester II 2015-16				
201	Public Finance & Taxation	20	80	100
202	Business Environment And Communication	20	80	100
203	Indian Financial Systems	20	80	100
204	Advanced study of Indian Economy	20	80	100
205	Business Research Methodology	20	80	100
206	Talent Acquisition and Development-20	20	80	100

101. Microeconomic Analysis

Duration 3 hrs

Max. Marks 80

Unit - I

Theory of Demand: Theory of Consumer Behaviour-The Cardinal Utility and Indifference Curve Theories, The Consumer's Surplus; The Derivation of Market Demand Curve, Elasticities of Demand, Total Revenue and Marginal Revenue.

Theory of Production: The Production Function; Laws of Production-Return to Scale, The Law of Variable Proportion; Choice of Optimal Combination of Factors of Production, Expansion Path.

Theory of Costs: Cost Concepts and Cost Curves; Traditional Theory of Costs - Short-Run Costs, Long -Run Costs: The Envelop Curve; Modern Theory of Costs - Short-Run Costs, Long -Run Costs: The L-Shaped Cost Curve.

Unit - II

Perfect Competition: Assumptions, Concept of Perfect and Pure Competition, Short-Run and Long-Run Equilibrium of Firm and Industry under Perfect Competition; Optimum Resource Allocation under Perfect Competition. Does Perfect Competition exist in the Real World; The Cases of Near Perfect Competition.

Monopoly: Definition, Equilibrium of a Firm in Short-run and Long-Run under Monopoly, Comparison of Pure Competition and Monopoly, Discriminating Monopoly.

Monopolistic Competition: Assumptions; Product Differentiation and Demand Curve; The Concept of the Industry and the Group; Equilibrium of the Firm; Comparison with Pure Competition.

Unit - III

Oligopoly: Non-Collusive Oligopoly and Collusive oligopoly Models.Examples from Real World.

Average Cost-Pricing: Full-Cost Pricing Principle; Limit -Pricing Theory and Barriers to Entry of New Firms.

Managerial Theories of the Firm: Baumol's Theory of Sales Revenue Maximisation; Marris's Model of the Managerial Enterprise; Williamson's

Model of Managerial Discretion; The Behavioural Models of Cyert and March.

Suggested Readings:

1. Modern Microeconomics: A. Koutsoyiannis, Macmillan, 1979.
2. Microeconomics Theory & Applications: Dominick Salvatore, Oxford University Press N Delhi, 2006.
3. Managerial Economics: Principles & Worldwide Applications. Dominick Salvatore, Oxford University Press N Delhi, 2008.

102. Statistical Methods

Duration: 3 hrs

Max. Marks 80

Unit - I

Mathematics for Business Analysis: Matrices and Determinants; Arithmetic, Geometric and Harmonic Progression; Application of Differential Calculus in Economics-Revenue, Cost, Demand and supply Functions; Elasticities and Their Types; Simple Problems of Market Equilibrium; Growth Rates.

Organisation of Data and Sampling: Nature and Uses of Statistical Analysis in Organising Data: Simple Random Sampling; Stratified and Multi-stage Sampling; Sampling v/s Census Methods; Frequency Distribution and Graphs.

Unit - II

Measures of Central Tendency, Dispersion and Skewness.

Theoretical Distribution(with a Focus on Their Applicability to Business Data); Normal, Binomial and Poisson Distribution.

Correlation and Regression: Basic Concepts, An introduction to Multiple Linear Regression, Interpretation of Standard Error of estimate.

Unit - III

Index Numbers: Simple and Weighted Index Numbers, Laspeyers, Paasch's and Fisher's Ideal Index Numbers, WPI and CPI.

Analysis of Time Series: Components of Time Series.

Hypothesis Testing: Formulation of Null and Alternate Hypotheses, Type I and Type II Errors Relating These Errors to Consumer's Risk and Producer's Risk, Level of Significance, Power of Test, Use of Z, t, χ^2 and F tests.

Suggested Readings:

1. Statistical Methods; S.P. Gupta, Sultan Chand and Sons, New Delhi.
2. Statistics for Social Sciences(with SPSS applications): Hari Shankar Asthana, Prentice- Hall India Pvt Ltd, 2007.
3. Mathematics for Economists: B.C. Mehta and G.M. K. Madnani, Sultan Chand and Sons, New Delhi

103 Principles of Management and Organisational Behaviour

Duration 3 hrs.

Max. Marks : 80

Unit - I

Concepts of Management : Nature, meaning and significance of management : Managerial processes, functions, skills and rules in organization Evolution of Indian management thought and approaches to management.

Unit - II

Functions of Management : Overview of the function of planning, organizing staffing, leading and controlling.

Behaviour and motivation : Nature of human behaviour; Personality; Values and Job satisfaction, Perception and learning processes; Major theories of motivation; and motivational techniques for Indian managers.

Unit - III

Group and interpersonal behaviour : Understanding group behaviour, group structure and process; communication, transactional analysis, conflict management.

Organisational behaviour Leadership : Organisational culture, job stress and organisational development and change.

Suggested Readings

1. Luthan, F. organization Behaviour, Prentice Hall of India, New Delhi
2. Robbins, S. Organization Behaviour, Pearson Education, New Delhi.
3. Newman & Summer : *The Process of Management.*
4. D. Gvishiani : *Organisation and Management.*
5. Banerji Shyamlal : *Management, Oxford & IBH.*

104 BUSINESS ACCOUNTING AND FINANCIAL MANAGEMENT

Duration : 3 hrs.

Max. Marks 80

Unit - I

Financial and Management Accounting : Principle and concept of Finance and Financial Management, Basic accounting standards, Role of Finance Manager in an organisation.

Unit - II

Financial statements : Profit and Loss Account, Balance sheet Adjustments in final accounts, Methods for providing depreciation. Cash Flow Statement and Fund Flow Statement.

Financial statement analysis : Ratio analysis, Cost-volume-profit analysis, Management and Valuation of Inventories.

Unit - III

Budgeting :

Meaning and concept of a budget, Budget and budgetary control, Types of budget fixed and flexible, Performance budgeting and Zero-base budgeting.

Management finances :

Determination of working capital requirement, Common methods of project appraisal and dividend policy.

Suggested Readings

1. Anthony RN and Welsh G.A. "*Fundamental of Management Accounting*"
2. Homgrun CT, "*Accounting for Management control*."
3. Khan MY and Jain PA, "*Financial Management*"
4. Maheshwari SN, "*Management Accounting of Financial control*"

105. Computer Applications

Duration : 3 hrs.

Max. Marks 50

Unit - I

Fundamentals of Computer: Components of a Digital Computer and Their

Use; Data Representation and Storage; Overview of Hardware, Software, Languages and Packages; MS Windows-Basic Concepts, Features, Accessories, Windows Explorer.

Unit - II

Introduction to DBMS: Purpose of Database Systems; Data Abstraction; Data Models; Instance and Schemes; Data Independence; Data Definition Language(DDL); Data Manipulation Language(DML); Data Base Manager; Database Administrator(DBA); Entities and Entry Sets; Relationship and Relationship Sets; Entity-Relationship diagrammes.

Unit - III

Introduction to MS Office: Word, Excel and PowerPoint.

Introduction to Statistical Packages for Social Sciences: SPSS/SAS.

Suggested Readings:

1. P K Sinha, Computer Fundamentals, BPB Publications.
2. R K Taxali, PC Softwares made simple, Tata McGraw Hill.
3. Sanjay Saxena, First Computer Course, Vikas Publications.
4. Rajeev Mathur, DOS Quick Reference, Galgotia Publications.
5. Sanjay Saxena, Office 2000 for Everyone, Vikas Publications.
6. Henry F Korth, Database System Concepts, Tata McGraw Hill.

Practical on Computer Application :

Duration 2 hrs.

Max Marks 30

The Paper is designed to assess the competence of candidate in the application of available software packages for analysis of business data. Practical examination would be held asking candidates to apply MS Office and SPSS for analysis of business data. Each candidate will be provided with a computer/computer nod in the examination.

In the practical examination the examiner will assign the separate data sets to each of candidates and ask the him/her to write an analytical report on the same. Marks would be given on the choice of tools for analysis and the interpretation of results emerging there from. The practicals will be based on theory paper as given below

- | | |
|-----------------------|----------|
| a. Record | 5 marks |
| b. Viva Voce | 5 marks |
| c. Practical exercise | 20 marks |

106. Macroeconomic Analysis

Duration 3 hrs

Max. Marks 70

Unit - I

Macroeconomics: What is it About? Aggregate Income and Its Dimen-

sions-Income and Welfare, Omissions in the Measurement of Aggregate Income; Measuring Output: Connecting Output with Income, Aggregate Income Categories, Components of Aggregate Expenditure; Real and Nominal Incomes-Comparison Across Time, Measures of Inflation.

Saving, the Balance of Payments and Money Supply: The Sources and Use of Savings;
The Balance of Payments; Money Supply-Bank Balance Sheet and Money Supply, The Money Multiplier.

Unit - II

Consumption: The Basic Theory of Consumption: Keynesian Consumption Function..

Investment: Profit Maximisation and the optimum Capital Stocks; Adjustment Costs and Investment; Residential and Inventory Investment; Irreversibility and investment; Investment in India.

Unit - III

The Demand for Money: Money, Bond and Private wealth; Nominal and Real Interest Rates; Financial Assets and the Budget Constraints-the Determination of the Real Money Demand.

The Labour Market: Profit Maximisation and Labour Demand,; Utility and Labour Supply; Aggregate Supply with/without Money illusion; Introducing Unemployment-Keynesian Aggregate Supply; Cyclical Unemployment and the Output Gap; The static Phillips Curve.

The IS-LM Model: Walras' Law; The IS Curve-Parametric Shifts in the IS Curve, Slope of the IS Curve; The LM Curve-Impact of the Varying Money Supply, Slope of the LM Curve; IS and LM-Fiscal and Monetary Policy-Crowding Out, Fiscalist and Monetarist Intervention; IS-LM in India

Suggested Readings:

1. Macroeconomics: Errol D'Souza, Pearson, Delhi, 2008.
2. Shapiro, E. Macro Economic Analysis.
3. M. C. Vaishya, Macro Economics

Semester II

201 PUBLIC FINANCE AND TAXATION

Duration 3 hrs.

Max. Marks : 80

Unit - I

Nature and scope of Public Finance : Public and Private Finance, Optimal Budgeting.

Theory of Public Expenditure : Wagner's law, Lindhal and Samuelson Model. Effects of Public Expenditure on Production and Distribution.

Unit - II

Public Revenue : Classification of Taxes. Canons of Taxation : Least aggregate sacrifice principles of taxes. Incidence, impact and shifting of taxes. Effect of Direct, Indirect taxes. Major taxes and main trends in the revenues for the Central and State government in India.

Unit - III

Taxes on Income : individual, firm and HUF, Income from salary, house property, capital gains and income from business/profession and from other sources.

Fiscal Policy : Objective and instruments; Fiscal multipliers. Centre State financial relations in India.

Suggested Readings

1. Musgrave, R.A. and P. Musgrave : *Public Finance in Theory and Practice*.
2. Gandhi, V.P. : *Some Aspects of India's Tax Structure*. Vora and Co. Bombay.
3. *Students Guide to Income Tax* by Dr. V.K. Singham.
4. B.B. Lal : *Elements of Income Tax* : Konark Publishers Pvt. Ltd., Nw Delhi.
5. S. Ganguli, *Public Finance*
6. H.L. Bhatia : *Public Finance*.
7. Musgrave : *Theory of Public Finance*.

202 : BUSINESS ENVIRONMENT AND COMMUNICATION

Duration : 3 hrs.

Max. Marks : 80

Unit - I

Business environment and society : Nature of business environment, Factors in business environment and their interaction, Business ethics, social responsibility and social audit.

Business and economy : Circular flow of economic activities. National

Income in India (Only Trend Since 1991) Inflation and its impact on business. Emerging trends and structure of India economy.

Unit - II

Business and Government : Political environment. Economic role of government. Planning in India and its implications for business decisions.

Business and government policies : Industrial policy, Govt. Policy for foreign collaboration and NRI investment. Industrial sickness and govt. rehabilitation policy, Govt. policy for small scale sector.

Unit - III

Business Communication : Nature, Role, Scope and Importance of business Communication, Effective Communication Skills, Process of Communication, Barriers and Gateways in Communication, Individual and group Communication. Oral Communication - Presentation of Reports, Public Speaking and negotiation. Written Communication.

Suggested Readings

1. Amarchand D : "*Government and Business*", Tarta McGraw-Hill, New Delhi, 1991.
2. Cherunilam, F : "*Business and Government*", Himalaya, Mumbai 1984.
3. Dasgupta A and Sengupta N.K. : "*Government and Business*", New Delhi. 1987.
4. Pearse, C G. Lenn : "*Business Communication; Principles and application*"
5. Ray S.K. : "*Indian Economy* Prentice-Hall of India, Nw Delhi, 1987.

203 : INDIAN FINANCIAL SYSTEM

Duration : 3 hrs.

Max. Marks : 80

Unit - I

The financial system : Financial Instruments, Financial markets, Financial risks, Financial intermediaries, indicators of financial development. Analysis of Balance sheet of commercial bank and Principles of Asset management.

Money supply determinants : Money multiplier and High powered money. Credit creation money market instruments and Rate of Interest, security prices and yields. Term structure of interest rates.

Unit - II

RBI : Function and its monetary policy : Commercial banking in India : Branch expansion, Deposit mobilisation and deployment of credit Operational efficiency and Profitability of scheduled commercial banks.

Unit - III

Internationalisation of Indian banking : Deregulation, Liberalisation, , competition and modern technology, problems and challenges of commercial banks in India, financial sector reforms in India.

Working of Financial Institutions : IFCI, IDBI, ICICI, UTI, SIDBI, Exim Bank and NABARD

Suggested Readings

1. S.B. Gupta - *Monetary Economics*
2. RBI - *Functions and Working*.
3. Bharti V. Pathak : Indian Financial Systems.
4. L. M. Bhole : Indian Financial Systems.
5. I. Aurenheimer and Ekelund - *The essentials of money and banking*.
6. D.G. Lockett - *Money & Banking*

204 ADVANCED STUDY OF INDIAN ECONOMY

Duration : 3 hrs.

Max. marks : 80

Unit - I

Demographic aspects : Population growth, Labour force, Occupational distribution. Poverty and Unemployment issues in measurement and policy options.

Agriculture : Institutional changes, technological changes. farm price policy, agricultural finance. Industry : recent trends in industrial policy and licensing policy.

Unit - II

Role of Multinationals in developing Indian Industries : Impact of MNC's on Indian economy. Swadeshi views on Indian economic development.

Foreign Trade : Main trends in imports and exports foreign trade policy, export promotion. India's Balance of payments position in recent years. WTO agreement relating to trade and its impact on Indian economy.

Unit - III

Indian Economy : The Institutional framework and its structural changes during the plan period. Economic growth during plan period. Recent economic reforms in India and its impact.

Suggested Readings

1. A. N. Agarwal : Indian Economy.
2. Rudradutt and Sundram : Indian Economy.
3. Laxminarain Nathuramka : Indian Economy.
4. Sudama Singh : Indian Economy.

205 BUSINESS RESEARCH METHODOLOGY

Duration : 3 hrs.

Max. marks : 80

Unit - I

Definition, importance and types of business research, nature and scope of research methodology; Problem Formulation and Statement of Research Objectives research process, research designs- Exploratory, Descriptive and Experimental Research Designs.

Unit - II

Methods of Data Collection- Observational and Survey Methods; Questionnaire Design Attitude measurement Techniques, Administration of Surveys; Sample Design; measurement and scaling, primary and secondary data collection methods.

Unit - III

Data analysis; measures of central tendency and dispersion, correlation and regression, probability distribution (Binomial Poisson, Normal), sampling distribution, hypothesis testing, non parametric tests

Suggested Readings

1. Schindler and Cooper, Business Research methods, TMH, New Delhi.
2. CR Kothari, Research Methodology.
3. Remenyi, Williams, Money and Swartz, Doing Research in Business and Management, Sage Publications. New Delhi
4. K.R. Sharma, Business Research methods, National Publishing House- New Delhi.

206TALENTACQUISITIONANDDEVELOPMENT

Duration : 3 hrs.

Max. marks : 80

Unit - I

Job Analysis and HR Planning : Job Analysis, Writing Job Descriptions, Job, Specification, Job Analysis in a Jobless World and Human Resource Planning and Forecasting

Recruiting and Selection: Developing and Using Application Forms: The Application Blank, Information Technology and HR: Recruiting on the Internet, Global Talent Search. The Selection Process. Basic Selection Model: The Decision Theory Approach, Basic Testing Concepts and Interviewing Candidates

Unit-II

Retention Management: Basics of Absenteeism, Turnover, Attrition and Retention of HR, Importance of retention, Retention Determinants, Retention Management Process, Retention interventions.

Process and evaluation of Training and development

Establishing objectives, preparing the parameters, designing the programs, methods, trainers and training styles, Training for Trainers, Trainer Certifications, Training Evaluation- Need for evaluation, Concept of Return on Investment, Cost- Benefit Analysis, Developing Models of Training Evaluation for Technical and Behavioural Training.

Unit-III

Training and Development for Modern Organizations: Concept and Need for Learning Organizations, Creativity, managing Change, Leadership, Team Playing and Effective Group Dynamics, Managing differences at workplace, Effective Communication, Meaning Cultural Diversity, Sensitivity Training, Total Quality Management, Computer Based Training.

Suggested Readings

1. Dessler, G.(1997), Human Resource Management, Prentice Hall of India
 2. Lynton R.P. and Pareek U(1990). Training for Development, Vistaar Publications, New Delhi.
 3. Ramnarayan, S. & Rao, R.M., (1996), Managerial Dilemmas: Cases in Organizational Behaviour, Tata Mc.Graw-Hill, India.
- Srivastava, S., (1999), Recruitment, Selection & Retention, ABS Course pack.
- Wexley, K & Iathan Gary, (2002), Developing & Training HR in Organization, Prentice Hall India.