

**Tilak Maharashtra Vidyapeeth, Pune**

**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-311

**Subject Name:** Marketing Management-II

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

The students will be introduced to business function of marketing and to understand the scope of marketing.

**COURSE OBJECTIVES:**

- To provide the students an understanding of the different contemporary and relevant topics in the subject of marketing management.
- To study & critically analyze the basic concepts in marketing & to cater the needs of marketing industries.

**COURSE OUTCOMES:**

At the end of the course, the student should have developed: A clear exposure to the concept of marketing and its roots in customer-centric approach, and the elements of marketing mix.

## COURSE SYLLABUS

### 1. **Marketing Mix**

- Introduction
- Policy decisions regarding existing products
  - Product Modification
- Product Diversification
- Types of Product Diversification
  - Related diversification
  - Unrelated Diversification
  - Forward or backward integration
- New Product Development
  - Approach to New Product Development
- If the decision is “Yes”
  - Developing ideas
  - Evaluation of ideas
  - Prototype development or a pilot batch production
  - Test marketing
  - Launching of product
- Branding And Brand Loyalty
  - Advantages of Branding
  - Brand Loyalty
  - Factors affecting brand loyalty
- Promotion
- Sales Promotion
- Personal Selling
  - Advantages of Personal Selling are
  - Limitations of Personal Selling are
- Public Relations
  - Public relations is particularly useful in
  - Major Tools for Public Relations
- Advertising and Publicity
  - Differences Between Advertising and publicity
  - How the advertising accomplishes this role?
  - Types of Advertisements
- Major Advertising Decisions
  - Advertising Objective
  - Advertising Message
  - Advertising Media
  - Media Selection
  - Advertising Budget
  - Advertising Effectiveness
- Ethics in Advertising
- Price Introduction And Definition
- Mechanism of price agreement

- Pricing – Methods
  - Cost – related Pricing
  - Completion related Pricing
  - Marketing Related Methods
- Credit Policy
  - Types of Credit
  - Effect of Credit on Cost
  - The factors to be considered while offering credit
  - Calculating and Controlling Cost of Credit
  - Some of the methods to control the credit is as below
- Importance of Distribution
- Channels of Distribution
- Need for Channels of Distribution
- Selection of Channels of Distribution
  - Affectivity of Distribution
  - Cost of Distribution
- Vending Machines

## 2. **Marketing Planning**

- Introduction
- Types of organization
  - Tall Organization
  - Flat Organization
- Different Ways to form Organization
  - Functional Organization
  - Geographic Organization
  - Product Organization
  - End – user based organization
- Planning of marketing programs and strategies
  - Planning marketing strategies
  - Planning marketing programs
- Marketing Control
- Sales analysis
- Sales Ratios
- Budgeting Expenses
- Advertising audit or advertising effectiveness study
- Controlling sales force
  - Recruiting and selection
  - Salesmen’s training
  - Field training
  - Refresher training and special training
- Allocation of Sales Territories And Quota
  - Advantages of allocating sales territories are
  - Factors affecting the territory decisions are

- Sales Quota
  - Advantages of assigning quota are
  - Factors affecting quota decision are

### 3. **Service Marketing**

- Characteristics of Services
  - Intangibility
  - Inseparability
  - Variability of performance
  - Perish ability
- Classification of Services
- Marketing strategies for services
- Gronroos has suggested three pronged marketing for service marketing

### 4. **Consumerism and Consumer legislations**

- History of consumer protection
- Consumer Protection Act 1986
- The salient features of the consumer Protection Act, 1986 are as below
  - Application, Extent and Scope
  - Who is consumer?
  - Who can make a complaint before the consumer forum?
  - What may be said to be a “compliant”?
  - Where the complaint is to be filed?
  - How to file a complaint?
  - Format of the complaint
  - What relief’s can be granted to a complainant?
  - Procedure to file appeal
  - Limitation for filling complaint

#### **Reference Books:**

Marketing Management – Philip Kotler

Marketing Management – Sherlekar

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-312

**Subject Name:** Financial Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

To understand various concepts related to financial management.

**COURSE OBJECTIVES:**

To equip the students with the fundamental principles & techniques of financial management concern with acquisition & use of funds by a business firm.

**COURSE OUTCOMES:**

At the end of the course, the student should have developed:

They should be proficient in the theory and applications of basic financial techniques and tools, so that they can understand and appreciate finance from long-term as well as short-term perspective for any company/organization.

## COURSE SYLLABUS

- 1. Meaning Scope & Significance Of Financial Management**
  - Financial Management & Financial Accounting
  - Goals of Financial Management
  - Role & Knowledge of Finance Manager
  - Indian Financial System
  - Fundamental Valuation Concepts –Time Value of Money
  
- 2. Analysis & Interpretation Of Financial Statements**
  - What Are Financial Statements
  - Ratio Analysis
  - The Classification Of Ratios
  - Fund Flow Statement
  
- 3 Financing Decision**
  - Sources Of Long Term And Medium Term Finances
  - Cost Of Capital
  - Capital Structure
  - Theories Of Capital Structure
  - Leverages
  
- 4. Long Term Investment decision**
  - Capital Budgeting
  - Process Of Capital Budgeting
  - Capital Budgeting Techniques
  - Risk Analysis
  
- 5. Liquidity Decision-Management Of Working Capital**
  - What Is Working Capital?
  - Factors Affecting Working Capital.
  - Chore Committee Report :
  - Means Of Working Capital Finance
  - Factoring
  - Cash Management
  - Receivables Management
  - Inventory Management
  
- 6. Dividend Policy-Management Of Profits.**
  - Factors Affecting Dividend Policy
  - Types Of Dividends
  - Dividend Declaration Dates
  - Water Model

**Reference Books:**

Financial Management – Khan & Jain, Tata McGraw Hill

Financial Management – P. V. Kulkarni - Himalay Publishing House

Financial Management – I. M. Pandey - Vikas Publishing House

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-313

**Subject Name:** Organizational Behaviour - I

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This subject introduces the students to the various concepts related to how employees tend to behave in an organization.

**COURSE OBJECTIVE:**

To enable the students to gain insights into the concepts that go into the making of a successful organization.

**COURSE OUTCOMES:**

After completion of the course, student will be able to understand :

- Meaning of personality and perception
- Understand group dynamics and motivation
- Understand the fundamentals of organizational behavior.
- Understand how to manage employee emotions inside the organization



## COURSE SYLLABUS

- 1. Organization & Organizational Behavior**
  - Organizational Behaviour
  - Intuition & Systematic Study
  - Organization & Organizational Behavior
  - Discipline Organizational Behavior
  - Historical evolution of Organizational Behavior
  
- 2. Perception & Individual Decision Making**
  - Factors Influencing Perception
  - Attribution Theory
  - Frequently used Shortcuts in Judging others
  - Specific Application in Organizations
  - The Link between Perception & Individual Decision Making
  - Improving Creativity in Decision Making
  - How are Decisions actually made in Organizations?
  - Individual Differences: Decision Making Styles
  - Organizational Constraints
  - Ethics in Decision Making
  
- 3. Personality & Attitude**
  - Definition
  - Theories on Personality
    - Types of Theory
    - Trait Theory
    - Psychoanalytic Theory
    - Social Learning Theory
    - Humanistic Approach
  - The shaping of Personality
  - Assessment of Freud's Stages
  - Immaturity to Maturity
  - Determinants of Personality
  - Personality Traits
  - The Myers – Briggs Framework
  - Major Traits Influencing Organizational Behavior
  - Personality & Organizational Behavior
  - Attitudes
  - Formation of Attitudes
  - Types of Attitudes
  - Functions of Attitudes
  - Changing Attitudes
  - Ways of Changing
  - Types of Change

- Attitudes & OB
- Job Satisfaction
- Job Involvement
- Organizational Commitment
- Values
- Job satisfaction
  - Consequences
  - Source
  - Measurement

#### **4. Learning**

- Introduction & Nature
- Process of Learning
  - Classical Conditioning
  - Operant Conditioning
- Cognitive Theory of Learning
- Social Learning Theory
- Principles of Learning
- Schedules of Learning
- Learning Curves
- Learning & Organizational Behavior

#### **5. Motivation**

- Intrinsic and extrinsic motivation
- Theories on motivation
  - Expectancy Theory
  - Maslow's Hierarchy of Needs
  - Herzberg's two factor model
  - Attribution Theory
  - Equity Theory
- Motivation and Performance
- Motivation strategies
- Importance of motivation
- Motivational drives

#### **6. Stress**

- Model of stress
- Stress manifestation
- Coping strategies
- Coping and personality
- Sources of stress
- Stress management
- Organization approaches to stress management

**Reference Books:**

Organizational Behavior – Stephen Robins – Prentice Hall

Organizational Behavior – Ashwathappa - Himalay Publishing House

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-314

**Subject Name:** Business Mathematics

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

The course will enable the students in terms of understanding business mathematics and the various concepts related to it.

**COURSE OBJECTIVE:**

Studying this subject would improve the mathematical abilities and statistical skills of the students and help them in understanding related concepts.

**COURSE OUTCOMES:**

After completion of the course, student will be able to:

Understand the basic concepts of business mathematics.

Interpret and solve real-life business problem using such concepts as differentiation.

Understand such concepts as matrices.

Understand various mathematical concepts useful in day-to-day scenario.

## COURSE SYLLABUS

### 1. Objective

- Sets
- Subsets
- Venn diagram
- Laws relating Operations
- Complex Number
- Geometrical Representation
- Algebraic Operations
- Multiplication and Division
- De Moivre's Theorem
- Trigonometric Identities

### 2. Solution of Algebraic And Transcendental Eqns.

- Basic properties of Equations
- Relation between Roots and Coefficients
- Transformation of equation
- Reciprocal Equations
- Geographical Solution of equations

### 3. Simultaneous Equations

- Solution of Simultaneous equations.
  - When both equations are linear
  - When one equation is linear and other one is quadratic.
  - When both equations are quadratic.

### 4. Progression

- Arithmetic progression & Arithmetic Mean
- Sum of a series in A.P
- Arithmetic Mean
- Geometric progression
- Sum of a Series in G.P
- Geometric Mean

### 5. Logarithms And Exponential

- Laws of Operations
- Logarithms Table
- Operations with Logarithms
- Expansion of 'e'
- Expansion of  $e^x$  if  $x > 1$
- Expansion of 'a'
- Important Examples

## 6. Determinants and Matrices

- Definition
- Types
- Scalar Multiplication
- Equality
- Addition and Subtraction
- Multiplication
- Transpose of a Matrix
- Properties of Determinants
- Inverso of a Matrix
- Rank of a Matrix

## 7. Integration

- Indefinite Integral
- Rules of integration
- Some Standard Results
- Integration by substitution
- Integration of Trigonometric functions
- Integration by parts
- Integration using partial function

## 8. Derivative And Differentiation

- Derivative of a function of one variable
- Derivative of a power function
- Derivative of a constant with any function
- Derivative of a sum of functions
- Derivative of product of two functions
- Derivative of functions of a function
- Derivative of a Trigonometric function

### Reference Books:

Business Mathematics – V. K. Kapoor – Sultanchan & Sons

A Text Book of Mathematics & Statistics Paper II ( New Syllabus ) For XI & XII--

M.L. Vaidya ,M.K. Kelkar, P.S. Chirputkar, A.V. Rayarkar – Narendra Prakashan

A help book of Maths for class XII Part I Based on NCERT New Syllabus

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-315

**Subject Name:** Information Technology

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

To cater to the needs of effectively managing the business by bridging the gap between managerial practices in vogue and Information Technology.

**COURSE OBJECTIVES:**

- To synergize Information Technology in its entire ramification.
- To provide basic inputs in various aspects of and a broad understanding of IT and its other interdisciplinary interfaces.

Focus of the program is Information Technology and Management of Information Technology.

**COURSE OUTCOMES:**

After studying this course, you should be able to:

- Identify some of the instances in daily life where a computer is, or is likely to be, involved.
- Describe, in simple terms, the difference between data and information.
- Give a simple explanation of why computers are important to people in terms of data and information.
- Explain in simple terms what a computer program is, and why one is necessary.
- Explain the role of the computer with respect to the data given to it.

## COURSE SYLLABUS

1. **Applications Used in Office Management**
  - **Word Processing Software - Features of Microsoft Word**
    - Menus
    - Quick Access Toolbar
    - Creation of New Document
    - Working on Multiple Documents
    - Document Views
    - Various features
    - Typing and inserting Text
    - Selecting, Inserting Additional Text
    - Rearranging Blocks of Text
    - Deleting Blocks of Text
    - Font Typeface and Size
    - Paragraph Alignment
    - Formatting
    - Borders and Shading
    - Creation of a Table
    - Symbols and Special Characters
    - Equations
    - Modify Page Margins and Orientations
    - Saving Web Pages
    - Document Views
  - **Spreadsheets - Features of Microsoft Excel**
    - Tool Bars
    - Workbook
    - Entering data
    - Insertion & deletion
    - Functions
    - Sorting
    - Clip Art
    - Charts
    - Formatting
    - Align
    - Merge
  - **Presentations – Features of Microsoft PowerPoint**
    - New Presentation
    - Add Slides
    - Creation of a Table
    - Slide Transitions
    - Record Narration
    - Rehearse Timings
    - Presentation Tips



- **Database Management System – Features of Microsoft Access**
  - Table
  - Query
  - Form, Report
  - Table Views
  - Adding New Fields
  - Data Types
  - Keys
  - Relationships
  - Query Wizard, Query Criteria
  - Expressions
  - Form Views, Report Views

## 2. **Online Communication Tools**

- The To-Do Bar
- RSS Feeds
- Integrated Search
- Attachment Preview
- Improved Collaboration and Security
- IP Messenger
- WebEx

## 3. **Windows Vista Operating System**

- Vista Explorer
- Instant Search
- Navigation Pane
- Command Bar
- Live Icons
- Details Pane
- Preview Pane
- Aero
- Flip, Flip 3D
- Clear Type
- Dialog Boxes
- Wizards
- Welcome Center
- Control Panel
- Networking with Vista
- Network Map
- Internet Explorer 7
- Tabbed Browsing
- Phishing Filter
- Protected Mode
- Media Player 11
- Windows Movie Maker, Windows DVD Maker

- Windows Photo Gallery, Windows Media Center
- Windows Vista Security
- User Account Control
- Windows Defender, Windows Firewall
- Accessibility

**4. Project Management Software**

- Tasks
- Scope
- Resources
- Starting a New Project File
- Recording Properties
- Views
- Entering Tasks and Assigning Task Duration
- Outlining Tasks
- Resources

**5. Internet and the Business World**

- Downloading and Sharing Data
- Blogs
- Voice Over IP (VOIP)

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-316

**Subject Name:** Disaster Management

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

To instill an understanding of the disaster management process.

**COURSE OBJECTIVES:**

- The student will learn to distinguish between disaster management and risk management.
- Explain selected models of disaster management.
- Describe the strategies for risk mitigation.  
List activities needed for post-disaster management.

**COURSE OUTCOMES:**

After completing this session, you will be able to:

- Affirm the usefulness of integrating management principles in disaster mitigation work
- Distinguish between the different approaches needed to manage pre- during and post-disaster periods
- Explain the process of risk management
- Relate to risk transfer.

## COURSE SYLLABUS

### UNIT-I Introduction to disaster Management & Preparedness

1. Introduction
2. Principal Causes of Disasters – Natural Disasters
3. Some Major Effects of Disasters
4. Prevention
5. Preparedness
6. Response
7. Disaster Preparedness: Concept & Nature
8. Disaster Preparedness Plan
9. Disaster Preparedness for Infrastructure
10. Community based Disaster Preparedness Plan

### UNIT-II Roles & Responsibilities of Different Agencies and Govt.

1. Role of Information, Education, Communication & Training
2. Role and Responsibilities of Central, State, District and local administration.
3. Role and Responsibilities of Armed Forces, Police, Para Military Forces.
4. Role and Responsibilities of NGO's

### UNIT-III Technologies for Disaster Management

1. Role of IT in Disaster Preparedness
2. Remote Sensing, GIS and GPS
3. Application of Modern Technologies for the Emergency communication
4. Application and use of ICST for different disasters

### UNIT-IV Disaster Mitigation

1. Disaster Mitigation: meaning and concept
2. Disaster Mitigation Strategies
3. Disaster Management – A New Approach
4. National Disaster Management Act 2005
5. Main Provisions of National Disaster Management Act, 2005
6. National Policy on Disaster Management 2009

### UNIT-V Manmade Disasters and Coping Techniques

#### A. Man Made Disasters

1. Terrorist Attacks
2. Gas Leaks
3. Nuclear Radiation Leaks

4. Toxic waste and Hazardous Waste Dumping
5. Accidents

**B. Coping Techniques**

1. Human Error
2. Pollution
3. Social Problems
4. Terrorism

**UNIT-VI Awareness and Motivation**

1. Vigilance
2. Motivation

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-317-A

**Subject Name:** Soft Skills

**Core/Complimentary:** Elective

**Credits:** 02

**No of Hours:** 2 hours per week

**INTRODUCTION:**

The subject would help students know their inherent strengths & weaknesses, to build confidence and prepare them to face the world at large successfully.

**COURSE OBJECTIVE:**

To provide the much-needed inputs for the betterment of the personality of the students and make them understand the significance of the same.

**COURSE OUTCOMES:**

After completion of the course, student will be able to:

- Understand the concept of soft skills and hard skills
- Understand how they should communicate effectively
- Understand time management, conflict handling, problem solving, etc.
- Become aware of the basics of presentation skills and how they could use them

## CHAPTER 1: COMMUNICATION SKILL

- 1.1 Introduction, Scope and Importance
- 1.2 Rapport Building, Effective Use of body language
- 1.3 Barriers to Good Communication
- 1.4 Communicate Assertively
- 1.5 Summary

## CHAPTER 2:- STRESS MANAGEMENT

- 2.1 Introduction, Scope and Importance
- 2.2 Six Stress Busters
- 2.3 Steps to Reduce stress
- 2.4 Summary

## CHAPTER 3:- TIME MANAGEMENT

- 3.1. Introduction, Scope and Importance
- 3.2. Managing Your Time
- 3.3. Effective Delegation
- 3.4. Setting Priorities
- 3.5. Effective Meeting Management
- 3.6. Dealing with common time wasters
- 3.7. Summary

## CHAPTER 4:- CORPORATE SOCIAL RESPONSIBILITY

- 4.1. Introduction, Scope and Importance
- 4.2. Definition of Social Responsibility
- 4.3. Approaches to CSR
- 4.4. CSR in various parts of the World
- 4.5. Ethics Training
- 4.6. Stakeholder Priority
- 4.7. Summary

## CHAPTER 5: - BASIC LEGAL FRAMEWORK IN INDIA

- 5.1. Introduction Scope and Importance
- 5.2. The Constitution of India
- 5.3. Basic Commercial Laws
- 5.4. Basic Common Laws

- 5.5. Outline of Personal Laws
- 5.6. Summary

## CHAPTER 6: - LEADERSHIP

- 6.1 Introduction Definition Introduction, Definition
- 6.2 Characteristics of Leadership
- 6.3 Qualities of Good Leader
- 6.4 Effective Leadership
- 6.5 Summary



**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester III**

**Subject Code:** BBA15-317-B

**Subject Name:** Presentation Skills

**Core/Complimentary:** Elective

**Credits:** 02

**No of Hours:** 2 hours per week

**INTRODUCTION:**

The need for the course is to develop awareness of appropriate communication strategies

**COURSE OBJECTIVES:**

- Learn how to structure a good presentation
- Turn a dull PowerPoint into a fairy-tale epic
- Gain confidence in answering difficult questions
- Learn how to project your voice and speak slowly
- Build positive body language into your presentation.

**COURSE OUTCOMES:**

By the end of this course, students will be able to

- interact with academic content: reading, writing, listening, speaking;
- demonstrate ability to think critically;
- utilize information and digital literacy skills; and
- demonstrate behavior and attitudes appropriate to a university environment.

#### Unit I : Introduction to Effective Presentation Skills

- Preparation of presentation – 1st part – what, how, for whom, structure, principles and presentation technique, business presentation specifications, Report Writing, Developing Effective Presentation Skills.
- Oral Presentation: Principles of oral presentation, factors affecting presentation, sales presentation, training presentation, conducting surveys, speeches to motivate, effective presentation skills.
- Slide Presentation: Craft your message, Make a visuals, Include proper Content of your presentation

#### Unit II : Four Cornerstones of a Successful Presentation

#### Unit III body language and Verbal communication

- Jawbreakers, argumentation, usable and unsuitable phrases Communication skills – listening, empathic reaction, how to question, stealing the show, opening door question Conflict situation solving, attack from the audience.
- Communication skills as a work experience, vicious circle of attack and defense Nonverbal communication during presentation.
- – How to manage stress, what to do with hands, legs, activating the audience with nonverbal communication.

#### Unit IV : Presentation Content

- Work with audience
- Ice-breaking, get them in the mood, work with emotions, visualization tools, nonstandard situations Improvisation and unprepared presentations Personal typology, professional typology, social aspect, man-woman view.

#### Unit-IV Presentation Preparation and Managing Anxiety

- Appreciation and critique, Paradigm of human cooperation
- why there could be problems to start the communication and what to do with it
- Defense against manipulation, how to say NO, stress management, Image and etiquette.
- Feedback

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-411

**Subject Name:** Business Environment

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course is designed to make students familiar with the various factors that are having great impact over the business and its environment.

**COURSE OBJECTIVE:**

To enable the students to gain insights into various concepts which characterize the business environment of any business in every aspect.

**COURSE OUTCOMES:**

- After completion of the course, student will be able to: Understand the fundamentals of business environment.
- Acquaint themselves with the evolving business environment issues.
- Understand the legal issues as well as international business and economic environment
- To get exposure to various economic policy & their impact on business and emerging trends.

## COURSE SYLLABUS

### 1. **Business Environment**

- Introduction
- Environment – Meaning
- Nature & Scope
- Internal Environment (Micro)
- Task Environment
- External Environment (Macro)
- Characteristics of Environment
- Factors Affecting Internal Environment
- Factors Affecting External Environment
- Questions

### 2. **Problems of Growth**

- Growth:
  - Introduction
  - Features
  - Indicators
  - Growth Strategy
- Unemployment
- Poverty
- Regional Imbalance
- Money Supply and Inflation
- Parallel Economy
- Industrial Sickness
- Social Injustice
- Questions

### 3. **Role of Government**

- Privatization:
  - Meaning: Objectives, Methods
  - Advantages, Disadvantages, Problems
- Liberalization:
  - Meaning, New Policy of Liberalization
- Import Export Policy.
- Foreign Direct Investment (FDI)
- Questions

### 4. **International Environment**

- Introduction
- International Monetary Fund (IMF)
- The world Bank
- General Agreement on tariff & trade (GATT)

- World Trade Organization (WTO)
- South Asian Association for Regional
- Co – Operation (SAARC)
- International Development Association (IDA)
- Questions

**5. Environmental Factors Affecting Business**

- Physical: Topography, Climate, Minerals and Water Resources
- Cultural: Infrastructure, Technology, Communication Traditions, Social Set up, Educational

**6. Natural Resources**

- Renewable & Non Renewable Resources
- Limitations of Non Renewable Resources
- Need of Renewable Resources.
- Strategy for Conservation of Natural Resources

**7. Environmental Issues Related to Business**

- Global Warning, Kyoto Protocol, Oil Crisis & its impact on Business Problems
- Industries & Pollution – Air, Water, Noise

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-412

**Subject Name:** Cost and Management Accounting

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

In developing economy like ours, the importance of cost accounting has been acknowledged by all when optimum utilization of resources is the need of the day.

**COURSE OBJECTIVES:**

To enable the students to gain insights into the various concepts related to cost accounting and the terms which characterize the phenomenon of costing.

**COURSE OUTCOMES:**

After completion of the course, student will be able to:

- Understand the basic cost concepts, element of cost & Preparation of Cost Sheet.
- Understand the principles and techniques used in recording, analyzing and reporting costs.
- Understand the principles and techniques used in revenues for internal management purposes.
- Develop applicable cost concepts in making short term decisions and the application of Spreadsheets in management accounting.

## COURSE SYLLABUS

- 1. The concept of Cost, Costing & Cost Accounting**
  - Cost
  - Costing
  - Cost Accounting
  - Cost Accountancy
  - Difference between Costing & Cost Accounting
  - Limitation of Financial Accounting
  - Objectives of Cost Accounting
  - Advantages of Costing
  - Methods of Techniques of Costing
  - Limitation of Cost Accounting
  - Distinguish between – Financial Accounting & Cost Accountancy
  - Cost Centre
  - Cost Unit
  
- 2. Elements of Cost**
  - Direct Material
  - Direct Labour
  - Direct Expenses
  - Indirect Expenses
  - Cost Classification
  - Types of Costs
  - Format of Cost Sheet
  
- 3. Materials**
  - Introduction
  - Concept of Inventory
  - Price
  - Economic Order Quantity (EOQ)
  - Purchasing
  - The Materials Management Concept
  - A. B. C. Analysis
  - Types of Financial Analysis
  - Limitations of Financial Analysis
  
- 4. Cash Book**
  - Introduction
  - Allocation, Apportionment and Absorption of Overheads
  - Over and Under Absorption of Overheads
  - Disposal of Overheads

**5. Labour Cost**

- Labour Cost
- Labour Remuneration
- Labour Turnover
- Cost of Labour
- Bin Card
- Utility of Ledger
- Standard Cost
- FIFO System of Pricing Issues
- Time Recording

**6. Managerial Costing**

- Meaning of Managerial Cost
- Meaning of Managerial Costing
- Features of Marginal Costing
- Significance of Marginal Costing
- Limitations of Marginal Costing
- Practical Application of Marginal Costing
- Break Even Point (B.E.P.)
- Contribution
- Contribution and Key Factor
- PV Ratio – Meaning
- Margin of Safety
- Formulas

**7. Budgetary Control**

- Introduction
- Budgetary Control
- Classification of Budgets
- Cash Budget
- Flexible Budget
- Capital Budgeting and Investment Decisions
- Master Budget
- Fixed Budget
- Zero Based Budgeting

**8. Standard Costing**

- Introduction
- Variance Analysis

**9. Introduction to Financial and Cost Audit**

- Introduction to Financial and Cost Audit & Activity based costing.
- Cost Audit (Report) Rules 1968
- Cost Control



- Cost Reduction.
- Cost Control and Reduction
- Cost Reduction Programme

## **Appendix**

1. Cost sheet without tender.
2. FIFO, LIFO Simple Average Method
3. Marginal Costing
4. Cash and Flexible Budget
5. Material and Labour Variances.

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-413

**Subject Name:** Production and Operations Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course in productions and operations management intends to familiarize the students with the basics of this subject.

**COURSEOBJECTIVES:**

To enable the students gain insights into the various issues related to the fields of production and operations management.

**COURSE OUTCOMES:**

After completion of the course, student will be able to:

- Understand the concepts related to business and operations management.
- Understand how planning and control are carried out vis-à-vis production.
- Understand the significance of inventory and quality management.
- Understand elements of production management

## COURSE SYLLABUS

### **1. HISTORY AND DEVELOPMENT OF MANUFACTURING MANAGEMENT**

- Introduction
- Evolution of Manufacturing Management
- Historical Sequencing
- At Dawn of Indian Independence
- Global Demands
- Challenges and Opportunities: Future Manufacturing Management
- Message to Indian Industries
- Role of Government
- Summary

### **2. NATURE, SCOPE AND FUNCTION OF MANUFACTURING MANAGEMENT**

- Introduction
- Meaning of Production Management
- Functions of Production Manager
- Value added process.
- Objective of Production Management
- Manufacturing Management Decision
- Functions of Manufacturing Management
- Types of Production System
- Importance of Manufacturing Department

### **3. MANUFACTURING SYSTEM**

- Introduction
- Manufacturing System
- The Value Added Process
- Products and Services
- The Conversion Process
- Production System
- Intermittent System
- Job Shop production
- Batch Production
- Continuous System
- Nature of Mass Production
- Process Production Unit
- Projects
- Comparison of Various Manufacturing Systems
- Comparison of Intermittent and Continuous Manufacturing Systems
- Manufacturing Systems and Production Planning and Control

#### **4. IMPORTANCE AND FUNCTIONS OF FACILITY LOCATION**

- Introduction
- Concept of a Facility
- Reasons for Location
- Factors Responsible for Plant Location
- Location Analysis
- Facility Layout
- Factors Creating Layout Problems
- Objectives of Layout
- Types of Layout
- Flow Patterns
- Factors Governing Plant Layout
- Product and Process Layout Comparison

#### **5. PRODUCTION PLANNING AND CONTROL**

- Introduction
- Objectives of Production Planning and Control
- Utility of Production Planning and Control
- Scope of Production Planning and Control
- Organizational Structure of Production Planning Control (PPC) Department
- Functions of Production Planning, Control
- Comparison of Production Planning and Production Control
- Organizational Position of PPC
- PPC Functioning with Respect to Type of Production

#### **6. PROGRAMME EVALUATION AND REVIEW TECHNIQUES (PERT)/ CRITICAL PATH METHOD (CPM)**

- Introduction
- Network Analysis
- Objectives of Network Analysis
- Event
- Dummy Activity
- Critical Path Method (CPM)
- Computation of Early Start and Early Finish Time for the Activities
- Computation of IST and LFT of Activities
- Slack (Float)
- Programme Evaluation and Review Technique (PERT)
- Time of the Project Completion

#### **7. MAINTENANCE MANAGEMENT**

- Introduction
- What is Planned Maintenance?

- Objective of Maintenance
- Types of Maintenance Systems
- Advantages of Maintenance
- Spare Parts Maintenance
- Equipment Replacement
- Maintenance Planning and Control
- Measurement of Maintenance Work

## **8. INSPECTION AND STATISTICAL QUALITY CONTROL**

- Introduction
- Quality
- Phase in Quality Management
- Cost of Quality
- Quality at Source
- Statistical Quality Control (SQC)
- Approach to Quality Control
- Objectives of SQC
- Basic of SQC
- Control Charts
- Statistical Basis of Control Charts
- Major Parts of a Control Charts
- Different Types of Control Charts
- Control Chart for Mean OR -Chart.
- Control Chart for Range (R-Chart)
- Inspection
- Functions of Inspection
- Objectives of Inspection
- Where to Inspect?
- Cent-Percent Inspection
- Acceptance Sampling or Sampling Inspection
- Sampling Plans
- Limitations of Acceptance Sampling
- Producers Risk
- Consumers Risk
- Terms Used in Acceptance Sampling
- Various Sampling Plans

## **9. INTRODUCTION TO WORKS STUDY**

- Introduction
- Techniques and Tools
- Work Study and Productivity
- Basic Ways to Increase Productivity
- Responsibility for Productivity Rise.

- Work Content
- Factors Tending to Reduce Productivity
- Management Techniques to Reduce Work Content as WeJI as Ineffective Time
- Method Study
- Basic Procedure of Method Study
- Selection of The Jobs
- Recording of Facts
- Method Study Symbols
- Charting
- Charting Methods
- Critical Examination
- Development and Selection
- Installation of The Proposed Method
- Maintenance of The Proposed Method
- Work Measurement
- Techniques of Work Measurement
- Time Study
- Allowances in Time Study
- Performance Rating
- Work Sampling

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-414

**Subject Name:** Business Economics - II

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

The subject aims to enable the students to grasp the details as to how things function at the economic front for any economy.

**COURSE OBJECTIVES :**

- To enable the students to understand the principles underlying the structure and functioning of markets;
- To help them to apply economic theory for optimal decision-making at the firm level in the context of market constraints, through real-life examples from across the globe and real cases of firms.
- To provide them sufficient exposure to the world of industry, trade and commerce, so as to make them feel comfortable reading and understanding daily economic and financial news about firms, and engaging in critical discussion on economic issues affecting firms.

To make students understand concepts related to economy and make them aware of how decisions are taken for the betterment of the same.

**COURSE OUTCOMES:**

At the end of the course, the student should have developed:

The students after studying this course will get a clear understanding of various basic concepts used in economics.

The students will also get an understanding of the demand and supply and factors affecting them and how the price is determined in different types of markets.

## COURSE SYLLABUS

- 1. Price Determination Under Different Market Structure**
  - Concept of Market
  - Classification of Market
  - Equilibrium of a firm: Meaning / Short run equilibrium / Long run equilibrium
  - Price & Output Determination – Meaning
  - Relationship of equilibrium & profit maximization.
  - Perfect competition Market-  
Equilibrium conditions under perfect competition: Short run & Long run equilibrium
  - Monopoly Market –  
Equilibrium conditions under Monopoly Market: Short run & Long run equilibrium
  - Monopolistic Market –  
Equilibrium conditions under Monopolistic Market: Short run & Long run equilibrium
  
- 2. Cost and Revenue Analysis.**
  - Total / Average / Marginal Revenue
  - Relation between AR & MR
  - Concept of TFC / TVC
  - Long run & Short run cost curves
  - Reasons of LAC
  - Smooth envelop of LAC
  
- 3. Factor Pricing**
  - Introduction
  - Purchase decision of a firm
  - Special features of factor pricing
  - Marginal productivity theory of distribution
  - Wages – Real & Nominal wages / Modern theory of wages.
  - Rent – Different Rent – Ricardian theory
    - The modern theory of rent
    - Quasi rent / Difference between economic rent & quasi rent
  - Interest – Gross Interest / Net Interest
  - Reasons for Difference in Interest rates
  - Profit – elements of Profit
  
- 4. Money and Banking**
  - Introduction – Definition of Money
  - Functions of Money
  - Evolution of Money – Barter System to Modern System
  - Importance of Money
  - Banks – Definition / Role of Banks / Types of Banks



- Functions of Commercial Banks
- Role of Banks in economic system.
- The Central Bank – Need / Functions
  - Central Bank – Controller of Credit

## 5. **National Income**

- Introduction – Meaning / Definition
  - Concept of Domestic Income
  - Concept of National Income
  - Difference between Domestic & National Income
  - Circular flow of National Income
- GNP / GDP - Basic Difference
- Private Income / Personal Income / Per Capital Income
- Transfer Payments
- Measurement of National Income:
- Methods:
  - Product or Value added Method.
  - Income Method.
  - Expenditure Method
- Difficulties in Measuring National Income

## 6. **Trade Cycle**

- Introduction – Meaning / Definition
- Phases of Trade Cycles: Meaning & Conditions:
  - Boom, Depression, Recession, Recovery
- Inflation: Meaning / Types / Causes
- Measures to Control Inflation

## 7. **International Trade**

- Introduction
- Need for foreign trade
- Favorable effects of foreign trade on economic growth
- Unfavorable impact of foreign trade on economic growth
- Balance of Trade, Balance of Payment, Difference between BOP & BOT
- Causes behind adverse BOP
- Remedies for adverse BOP

## 8. **Index Numbers**

- Introduction – Meaning
- Steps in the construction of price index number
- Uses of index numbers
- Limitation of index numbers

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-415

**Subject Name:** Organizational Behaviour - II

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

This subject introduces the students to the various concepts related to how employees tend to behave in an organization.

**COURSE OBJECTIVE:**

To enable the students to gain insights into the concepts that go into the making of a successful organization.

**COURSE OUTCOMES:**

After completion of the course, student will be able to:

- Understand meaning of personality and perception.
- Understand group dynamics and motivation.
- Understand the fundamentals of organizational behavior.
- Understand how to manage employee emotions inside the organization.

## COURSE SYLLABUS

### 1. **Team**

- Foundations of group behavior
- Key group concepts
- Implications for performance and satisfaction
- Group behavior model
- Towards improved group decision making
- Group cohesiveness.
- Cohesiveness and group productivity
- Team
- Organizational context for teams
- Team work
- Life cycle of a team
- Ingredients of effective teams
- Potential team problems
- Team Building
- Self – Managing teams

### 2. **Organization Structure and Design**

- Organization
- Organization structure
- Organization environment
- Environmental sectors
- Characteristics of the environment
- Organizations as systems
- Generic types of organizations
- Formal organizations: design and structure
- Division of labour and task interdependence
- Work specialization.
- Departmentation choices
- Product and functional organizations
- Some differences between functional and product organization
- Matrix organization
- Project organization
- Distribution of authority

### 3. **LEADERSHIP**

- Introduction
- Leadership theories
- Types of leaders
- Leadership styles

- Relevant conditions for leadership styles
- Contingency model of leader effectiveness
- Fred Fiedler's contingency model
- Functions of leadership
- Technique of leadership
- Path goal theory
- Leader behaviours
- Contingency factors
- The managerial grid

#### **4. MANAGEMENT OF CHANGE**

- Introduction
- Forces of change
- Need for change
- Types of change
- Effect of change
- Resistance to change
- Overcoming resistance
- Selecting a change agent
- Building an action plan
- Change strategy selection
- Change, Implementation of
- Managing change
- Process of change
- Resistance to change
- Approaches to change
- Evaluatin Change
- Institutionalization change
- Conclusion

#### **5. CONFLICT MANAGEMENT**

- Definition
- Individual conflict
- Organizational conflict
- Types of organizational conflict
- Integration
- Diffusion
- Complementarily
- Other resolution technologies

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-416

**Subject Name:** Leadership Skills and Team Building

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

This course will focus on individual, team, and organizational leadership and will provide learners with the foundation for examining and developing their own individual leadership style.

**COURSE OBJECTIVES:**

To enable the students gain insights into the various skills with regard to the phenomenon of leadership and change management.

**COURSE OUTCOMES:**

After completion of the course, student will be able to:

- Understand the concepts of leadership as found in an organizational context.
- Understand the methods and processes of managing change in organizations, society and at personal level.
- Learn about applying concepts in the field of change management.
- Understand various theories related to leadership

## **COURSE SYLLABUS**

### **Unit 1: Leadership**

Basic principles of leadership, especially those applied to leading a team. Major ways that people learn how to become effective leaders. The use of leadership skills to managing team processes.

### **Unit 2: Learning Skills**

The nature of experiential learning. Practice in using ideas and experience to strengthen action abilities.

### **Unit 3: Leadership Purpose**

Purpose of developing Leadership, Implementation of Leadership.

### **Unit 4: Values, Principles and Ethical Boundaries**

Values, leadership principles, and ethical boundaries that guide one's development as an authentic leader.

### **Unit 5: Team formation**

Major criterion is that base group members should be selected randomly with diverse background in terms of:

- Gender, culture, language
- Specialism, e.g. accounting, HRM, social sciences
- Personal characteristics, e.g. introverts vs. extroverts
- Abilities & skills, e.g. computer, oral presentation

### **Unit 6: Team and team work**

The nature of team and productive teamwork. The stages of team development. Team composition and diversity.

### **Unit 7: Teamwork Process**

Understanding the complexities of cooperative work. Factors promoting or inhibiting effective teamwork. Team communication. Avoid groupthink and making quality team decisions. Conflict management. Team creativity.

### **Unit 8: Teams in organizations**

Organizational teams. The role of Human Resource Management. Bridging across teams. Virtual teams.

### **Unit 9: Decision-Making Skills:**

Introduction, Concept of Decision making, Importance of Decision making, Challenges in the Process of Decision Making.

**Unit 10: Decision making Process:**

Importance of Ethics and Values in Reaching Decisions, Steps involved in Decision making Process, Decision making Process in a organization.

**Unit 11: Decision making Techniques**

Grid Analysis-Pareto Analysis-Decision Trees-Blind Spot Analysis-Risk Analysis-Delphi Technique-Impact Analysis-The Futures Wheel.

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-417-A

**Subject Name:** Basic Tally

**Core/Complimentary:** Elective

**Credits:** 02

**No of Hours:** 2 hours per week

**COURSE OBJECTIVES:**

This course is designed to impart knowledge regarding concepts of Financial Accounting  
Tally is an accounting package which is used for learning to maintain accounts.

As this course is useful for management students to get placements in different offices as well as companies in Accounts departments.

**COURSE OUTCOMES:**

At the end of the course the student will be able:

- To understand the usefulness/importance of Tally ERP-9 software for simplifying the accounting methods & procedures.
- Will make the students proficient towards creating the accounting records and extract the financial statements and other statements related to inventory management, depreciation accounting and VAT procedure and records.
- Will be imparted practical training on this software so that the students can apply its various aspects in their day to day business/professional activities.



**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - BBA – Semester IV**

**Subject Code:** BBA15-417-B

**Subject Name:** Advanced Excel for Data Analysis and Presentation

**Core/Complimentary:** Elective

**Credits:** 02

**No of Hours:** 2 hours per week

**INTRODUCTION:**

MS Excel is a simple but powerful spreadsheet program for entering, managing and analyzing data using user-friendly menu

In this course, the student will get an opportunity to practice some basic Excel manipulations that will be useful in many courses as well as their professional life.

**COURSE OBJECTIVE:**

- To perform simple arithmetic calculations directly in a cell as well as by referring to another cell;
- To perform operations on a whole column or a row;
- To use absolute and relative references to refer to cells or cell ranges;
- To use Excel functions to calculate mean, median, standard deviation, minimum and maximum values.

**COURSE OUTCOMES:**

At the end of the course the student will be able:

- To create simple graphs and charts; and create frequency tables using pivot table functions in Excel.
  - To insert or delete a worksheet in MS Excel file;
  - To identify cells in a worksheet by their names;
  - To enter and format data

## Microsoft Excel

### 1 **Introduction of Spreadsheet**

Elements of Electronic Spread Sheet. Application/usage of Electronic spreadsheet. Elements of the screen, working with the full screen, difference between workbook and Worksheet, entering text into cell. Moving around worksheet using keyboard, mouse, Edit- go and formula bar. Moving between worksheets- selecting cell with mouse.

### 1. **Creating and editing simple Spread Sheet**

Entering and editing data, rules of arithmetic operations. Inputting and formatting the numbers, adjusting the column and row width, renaming a worksheet, moving, inserting, hiding and unhiding and deleting sheets. Copying and moving cells.

### 2. **Formatting worksheet**

Use of format menu, formatting toolbar and auto format. Alignment and orientation fonts, font styles and sizes. Cell borders. Background colors and patterns.

### 3. **Managing workbook files**

Use of save, save as, close, exit, open, find file and file new from file menu.

### 4. **Cell referencing**

Advantages of relative referencing, need for absolute, mix referencing, Naming cell Ranges, rules for names.

### 5. **Formulas and Functions**

Use of functions like sum(), max, median, average etc. more features of autosum. The function wizard, use of lookup function, if function and nested functions.

### 6. **Charts and Graphs**

Creating embedded charts and chartsheets, use of series function, plotting non-adjacent cell ranges, formatting charts, adding extra text to chart.