

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 101

Subject Name: Essentials and Functions of Management

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION: This course focuses on the fundamental concepts, functions and skill of management. It is designed to enhance students' understanding of effective management; to focus on a thorough and systematic coverage of relevant management theory and practice; to cover fundamental management skills and abilities required to run companies and organizations successfully; and to review the foundations of modern management thought.

COURSEOBJECTIVES:

- To understand the evolution of management thought and its relevance in decision making.
- To highlight the detailed concepts of four basic functions which form the basis of Management
- To arouse participants' interest in the field of Management and its related areas
- To promote group interaction through class discussion.

COURSE OUTCOMES:

On completion of this course the students would be able to:

1. Understand theoretical aspects and its application to modern management practice by learning from management cases.
2. Demonstrate critical thinking when presented with managerial issues and problems
3. Understand the importance of Professional Management for effective utilization of resources in organizations.

COURSE SYLLABUS

- 1. Introduction to Management**
 - Evolution of Management thought
 - Systems and contingency approach for understanding organizations
 - Contribution to Management by Experts

- 2. Environmental Pressures**
 - Economic Pressures
 - Technological Changes
 - Political and Legal Environment
 - Social Trends
 - Social Responsibility of Managers
 - Ethical Environment
 - International Management and Multinational Corporations

- 3. Planning**
 - Nature and Purpose of Planning
 - Objectives and Management of Objectives
 - Strategies and policies
 - Managerial Decision-making

- 4. Organizing**
 - Nature and Purpose of Organising
 - Basic Departmentation
 - Line and Staff Authority Relationships
 - Decentralization of Authority
 - Co-ordination
 - Making Organization Effective

- 5. Staffing**
 - Nature and Purpose of Staffing
 - Selection – Matching People and Jobs

- 6. Leading**
 - Managing and the Human Factor
 - Motivation
 - Leadership
 - Communication

- 7. Controlling**
 - Control Techniques and Information Technology
 - Integrating Control with other Management Processes

Books Recommended

1. Essential of management - Koontrz
2. Principles & Practices of Management - Saxena
3. Principles & Practices of Management - Shejwalkar & Ghanekar
4. Management Concepts & Practices - Hannagan

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 102

Subject Name: Organisational Behaviour

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION:

Practicing managers have long understood the importance of interpersonal skills to managerial effectiveness. Till about three decades ago, most business schools focused on the functional aspects of management - specifically finance, accounting and quantitative techniques. Though Organizational Behaviour was a core course right from the inception of the MBA program, the focus was essentially on gaining a psychological understanding of human behaviour, and not on acquiring usable skills. In the last two decades, academia has come to realize the importance of human behaviour to managerial effectiveness. This course's essential focus is on gaining an in depth understanding of the impact of the organization structure, organizational culture and change on individual behavior at the workplace. Gaining an understanding and a perspective on these global implications should result in beneficial results in terms of managerial effectiveness and performance.

COURSE OBJECTIVES

- Gain an overall perspective on human behaviour in the work place
- Demonstrate the importance of interpersonal skills in the work place
- To gain an overall perspective on the impact of culture and change on individual performance
- To understand the nature of conflict and its resolution
- To understand and manage work stress

COURSE OUT COMES:

1. The student will be able to understand the Psychological Dynamics of work behaviour at the Individual, Group and Organizational Levels.
2. The student will be able to apply Motivational Strategies at the work place.
3. Will be able to understand Organizational Culture and its significance.
4. Will be able to handle Conflict and Change in the Organization.
5. Will be able to understand what causes stress and how he can manage it.

COURSE SYLLABUS

1. Organisation and Organisational Behaviour

- Introduction
- Organisation
- Organisational Behavioural
- Intuition and Systematic Study
- Organisation and Organisational Behaviour
- Discipline Organisational Behaviour
- Historical Evolution of Organisational Behaviour
- Organisation Behaviour today
- Models of Organisational Behaviour

2. Perception and Individual Decision Making

- Introduction
- Factors influencing perception
- Attribution theory
- Frequently used shortcuts in judging others
- Specific applications in organizations
- The link between perception and 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 and Attitude

- Introduction
- Definition
- Theories on personality
- The shaping of personality

- Assessment of Freud's stages
- Immaturity to maturity
- Determinants of personality
- Personality traits
- The Myers - Briggs framework
- Major traits influencing Organisational Behaviour
- Personality and Organisational Behaviour
- Attitudes
- Formation of attitude
- Types of attitudes
- Functions of attitude
- Changing attitude
- Ways of changing
- Types of change
- Attitude and OB
- Job satisfaction
- Job involvement
- Organisational commitment
- Values
- Job satisfaction

4. Motivation

- Introduction
- Intrinsic and extrinsic motivation
- Some theories on motivation
- Motivation and Performance
- Motivation strategies
- Importance of motivation
- Motivational drives

5. Stress

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

6. Team

- Foundations of group behavior
- Key group concepts
- Implications for performance and satisfaction

- Group behavior model
- Personal Systems (PS)
- 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

7 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

8. 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 behaviour

- Contingency factors
- The managerial grid

9. Conflict Management

- Definition
- Individual conflict
- Organizational conflict
- Types of organizational conflict
- Saran's conflict model
- Integration
- Diffusion
- Complementarily
- Other resolution technologies

RECOMMENDED READINGS:

- | | | | |
|----|--------------------------|---|------------------|
| 1) | Human Behaviour at work | - | Davis & Newstrom |
| 2) | Organizational Behaviour | - | Uma Sekaran |
| 3) | Organizational Behaviour | - | Fred Luthans |
| 4) | Organizational Behaviour | - | Sharma |
| 5) | Organizational Behaviour | - | Mr. Shane |

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 103

Subject Name: Introduction to Management Accounting

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION:

In this introductory course, we examine the role of management accounting within a business. To understand the context for management accounting we begin by considering the nature and purpose of a business. Thus, we first consider what businesses seek to achieve, how they are organised and how they are managed. Having done this, we go on to explore how management accounting information can be used within a business to improve the quality of managers' decisions. We also identify the characteristics that management accounting information must possess to fulfill its role. Management accounting has undergone many changes in response to developments in the business environment and in business methods. In this chapter we shall discuss some of the more important changes that have occurred.

COURSE OBJECTIVES:

- Understand the principles and practices of financial management
- Understand financial decision making
- Understand the composition of different securities in the total capital structure.
- Understand cost of capital and investment decisions and dividend decisions

COURSE OUT COMES:

The student should be able to:

1. Identify the purpose of a business and discuss the ways in which a business may be organised and managed.

2. Discuss the issues to be considered when setting the financial aims and objectives of a business.
3. Explain the role of management accounting within a business and describe the key qualities that management accounting information should possess.
4. Explain the changes that have occurred over time in both the role of the management accountant and the type of information provided by management accounting systems.

COURSE SYLLABUS

1. **The concept of Management Accounting**
 - Introduction
 - Definitions
 - The Management and Financial Accounting Differs from each other
 - Difference between Management Accounting and Cost Accounting
 - Structure and use of Management Accounting
 - Overview of Planning, Control and Decision – Making
2. **Principles of Double Entry Bookkeeping and Accountancy**
 - Introduction
 - Double Entry System of Book-keeping
 - Classification of Accounts
3. **Journal and Subsidiary Book, Ledger**
 - Journal
 - Purchase Book, Sales Book, Purchase Returns Book, Sales Returns Book
 - Ledger
4. **Cash Book**
 - Introduction
 - Meaning of Cash Book and its advantages
 - Bank Transactions in a Cash Book
 - Honour and Dishonour of a Cheque
 - Cash Book with two columns- Cash and Bank
 - Cash Book with three Columns
 - Cash Book with Bank column only
5. **Trial Balance**
 - Trial Balance

6. **Preparation of Final Accounting**
 - Preparation of Final Accounts

7. **Fixed Assets and Depreciations**
 - Fixed Assets and Depreciation
 - Depreciation
 - Auditor's Duty as regards Depreciation

8. **Inflation Accounting**
 - Inflation Accounting
 - Objectives of Inflation Accounting
 - Determination of current cost profit attributable to shareholders

9. **Job Costing**
 - Introduction
 - Batch Costing
 - Contract Account
 - Recording of Value of Contract
 - Cost Plus Contract

10. **Process Costing**
 - Introduction
 - Waste, Scrap, Spoilage, Defectives
 - Normal Losses, Abnormal Losses, Abnormal Gains
 - Equivalent Units
 - Inter Process Profits

11. **Elements of Costs**
 - Material – Concept of Inventory, EOQ, Material Management
 - Labour – Labour cost, labour turnover, Bin card
 - Overheads – Allocation, Appropriation & Absorption of overheads, Over & Under absorption

Books Recommended:

- | | | | |
|----|---------------------------------------|---|----------------------|
| 1) | Principles of Management Accounting | | – Manmohan & Goyal |
| 2) | Introduction to Management Accounting | - | Harngren and Sundlem |
| 3) | Cost and Management Accounting | - | S.M. Inamdar |
| 4) | Management Accounting | - | Dr. Mahesh Kulkarni |
| 5) | Double Entry Book Keeping | - | T.S. Grewal |

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 104

Subject Name: Marketing Management

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION: This subject of marketing management has been designed to give insights into the subject so as to prepare the students about the various concepts related to it. How good is a product or service, if they cannot be sold to the prospective customer? Marketing helps to communicate the value of a product or service to the consumer, with an aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined.

COURSE OBJECTIVES:

- To understand the functionality and application of elements of Marketing Mix.
- To be able to create a suitable Marketing plan for a product.
- To understand a range of common strategies used, with each of the various marketing mix tools: product, pricing, promotion, and distribution

COURSE OUTCOMES:

The student will be able to:

1. Develop strategies of product, price, place and promotion for the sustenance and growth of the product during the life-cycle of a product.

2. Understand the application of technology to market the product and protect the interests of society.

COURSE SYLLABUS

1. Marketing Environment In India

- Introduction
- Role of Multinational Corporations (MNCs)
- Duties and responsibilities of the Marketing in the changing economy

2. Marketing Concept

- Introduction
- Other Orientations of Organizations
 - Production orientation
 - Product orientation
 - Selling orientation
- Different between Selling and Marketing
- Different between Production / Product Orientation & Consumer Orientation.
- Definitions
- Marketing Functions
 - Product
 - Promotion
 - Price
 - Physical Distribution
- Function of Marketing Manager
 - Internally Oriented Functions
 - External Orientation

3. Marketing Organization

- Introduction
- Types of Organization
 - Tall Organization
 - Flat Organization
- Different Ways to form Organization
 - Functional Organization
 - Geography Organization
 - Product Organization
 - End – user based Organization

4. Market Segmentation

- Market Segmentation
- Advantages of Market Segmentation

- Process of Market Segmentation
 - Geographic Segmentation
 - Psychographics Segmentation
 - Behavioral Segmentation
 - Demographic Segmentation
- Superimposing of Market Segment
- Dynamic Nature of Segments
- Criteria for selection of a group of consumers as a “Segment”
 - Substantiality
 - Measurability
 - Accessibility
 - Differentiability
 - Stability
- Types of Market Segmentation
 - No Segmentation
 - Complete Segmentation
 - Partial Segmentation
- Deciding Target Segment
 - Evaluation of Market Segment
 - Size and growth rate
 - Structural Attractiveness
 - Company’s Objectives and Resources
- Selecting Target Market
 - Market segmentation for industrial Products

5. Types of Markets

- Types of Markets
 - Consumer market
 - Industrial market
- Classification of industrial goods
 - Materials
 - Capitals Goods
 - Supplies and Services
- Characteristics of industrial buying
 - Bulk buying
 - Few buyers
 - Derived demand
 - Short run inelastic demand
 - Volatile demand for capital goods
 - Closer interaction by suppliers
 - Formalized buying
 - Many Buying Influences
 - Direct purchasing
 - Reciprocatory buying

- Leasing of capital equipments
- Geographic concentration
-
- Government Market
- Global Market

6. Market Research and Forecasting

- Introduction
- Types of Market Research
 - Focused Market Research
 - Time based market research
- Planning of Market Research
- Define problems and objective
- Developing Research plan
 - Data Sources
- Primary data
 - Merits of Primary Data are
 - Demerits of Primary Data are
 - Usefulness of Primary Data
- Secondary Data
 - Merits of Secondary Data are
 - Demerits of Secondary Data
 - Usefulness of Secondary Data
 - Source of Secondary Data
- Collection of Primary Data
 - Postal Survey
 - Telephone Interview
 - Personal Interviews
 - Group – Interviews
 - Experimentation
- Use of Questionnaire in Interview
 - Advantage of Using a Questionnaire
 - Designing of Questionnaire
 - Types of Questions
 - Framing of Questions
 - Phrasing of Questions
 - Format of Questionnaire
- Sampling Plan
 - Simple Random Sampling
 - Stratified Random Sampling
 - Clustered Sampling
 - Systematic Random Sampling
 - Non – probability Sampling
- Recording And Analysis of Data

- Presenting the Findings
- Characteristics of a good market research report
 - Language
 - Format
- Merits and Demerits of market research by own staff vis-a-vis consulting agency
- Objective to Market Research
- Reasons for Failure of Market Research
- Forecasting
- Methods of Demand Fore-casting of Industrial Products
 - Adjusted Industry Demand
 - End use method or Market build up
 - Simulation Technique
 - Expert Opinion
- Demand Forecasting in Consumer Products
 - Graphic Method
 - Causal Regression Method
 - Economic Indicators Method
 - Buyer Intention Survey
 - Delphi Technique

7. 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 “YRE”
 - 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 advertisement 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

8. 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
 - Planning Marketing programs
- Marketing Control
- Sales analysis
- Sales Ratios
- Building Expenses
- Advertising audit advertising effectiveness study
- Controlling sales force
 - Recruiting and selection
 - Salesmen’s training
 - Field training
 - Refresher 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

9. Service Marketing

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

10. 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

RECOMMENDED READINGS:

- Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha- Marketing Management. Pearson- 14th Edition. New Delhi: 2007.

Tilak Maharashtra Vidyapeeth, Pune

Syllabus - MBA – Semester I

Subject Code: MBA 105

Subject Name: Quantitative Methods

Core/Complimentary: Complimentary

Credits: 02

No of Hours: 2.5 hours per week

INTRODUCTION:

Resources are always critical in any organization. They are unavailable in unlimited manner. There are always constraints. Operation research is helpful in the situation of such constraint of resources. Managers have to manage limited available resources in such a way that neither production nor other activities get disturbed in the business. Facility design is a fascinating area for OR. The excitement of operation research lies in the application of Quantitative techniques to real world problems.

COURSE OBJECTIVES:

- To impart knowledge in concepts and tools of OR and QT.
- To help students apply these tools in managerial decision making.

COURSE_OUTCOMES:

- The students must develop confidence and clarity in application of tools

COURSE SYLLABUS:

1. Progression

- Arithmetic Progression, Geometric Progression, Logarithms, Surds and Laws of Indices, Elements of Determinants, Simple and Compound Interest, Set Theory, Permutations and Combinations, Functions, limits and Continuity, Elements of Differentiation, Elements of Integration, *Numerical Problems, Case studies.*

1. Introduction to Statistics

- Data Collection, Classification, Tabulation, Frequency Distribution, Diagrammatic and Graphical Presentation, Measures of Central tendency – A.M., G.M., Median, Mode, Partition Values – Quartiles, Deciles and Percentiles, Index Numbers, Association of Attributes, *Numerical Problems, Case studies.*

2. Measure of Dispersion

- Range, Coefficient of Range, Inter Quartile Range, Quartile Deviation, Coefficient of Quartile Deviations, Mean Deviation, Standard Deviation, Variance, Coefficient of variation, Combined Variance and Standard Deviation, Skewness, Moment, Kurtosis, Simple and Multiple Correlation and Regression Analysis, Forecasting and Time Series Analysis, *Numerical Problems, Case studies.*

3. Fundamentals of Probability

- Introduction, Sample Spaces and Events, Types of Events, Concepts of Probability, Definition and Approaches of Probability, Types of Probability – Counting, Geometry and Algebra, Theorems on Probability, Conditional Probability, The Baye's Theorem, Probability Distributions – Binomial, Poisson, Hyper geometric, Exponential and Normal Distribution, Mean and standard deviation of a Probability Distribution, *Numerical Problems, Case studies.*

4. Linear Programming

- Introduction, Definition, Formulation of LPP, Graphical Method, Simplex Method, Big M Method, Two – Phase Method, Duality, Interpolation and Extrapolation, Markov Chain Analysis, *Numerical Problems, Case studies.*

RECOMMENDED READINGS:

1. Chadha,N.K. Statistics for Behavioral and Social Scientists, Reliance Publishing House. Delhi, 1995
2. Gupta, S P and Gupta M.P. Business Statistics. New Delhi, Sultan Chand, 1997
3. Kazmier, L J and Pohl, N F. Basic Statistics for Business and Economics. New York, McGraw Hill, 1988
4. Levin Richard I and Rubin David S. Statistics for Management. New Jersey, Prentice Hall Inc., 1995
5. Narang, A S. Linear Programming and Decission Making. New Delhi, Sultan Chand, 1995
6. Sharma. J.K. Fundamentals of Operation Research. Macmillian, New Delhi
7. Terry, Sineich. Business Statstistics by Examples. London. Coler Mac Millian Publishers, 1990

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 106

Subject Name: Managerial Economics

Core/Complimentary: Complimentary

Credits: 02

No of Hours: 2.5 hours per week

INTRODUCTION:

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

COURSE OBJECTIVES:

- To make the students aware of the various economic theories and principles
- To equip them with the required tools and techniques for improving their decision-making skills.

COURSE OUTCOMES:

- The student must have micro and macro-economic perspective to understand the underpinning of management.

COURSE SYLLABUS:

1. Introduction to Economics

- Introduction
- Micro & Macro Economics
- Static & Dynamic Analysis
 - Nature of static's
 - Economic Dynamics

2. Demand Analysis

- Introduction
 - Demand
 - Factors influencing Demand
 - Types of Demand
- Law of Demand
- Variations & Changes in Demand
 - Expansions & Contraction of Demand
 - Increase & Decrease in Demand
- Elasticity of Demand
 - Price Elasticity of Demand
 - Types of Price elasticity
- Kinds of Elasticity of Demand
- Factors Determining the Price Elasticity of Demand
- Measurement of Elasticity
 - Methods of Measurement
- Practical Significance of Elasticity of demand
- Demand Forecasting
 - Survey Methods / Qualitative Techniques
 - Time Series Analysis

3. Cost Benefit Analysis

- Introduction
- Meaning of Cost Benefit Analysis
- Difficulties in estimating cost
- Steps in Cost Benefit Analysis
- Advantages & Disadvantages of Cost Benefit Analysis
- Justification for Cost Benefit Analysis

4. Theory of Production

- Production is Creation or Addition of Value
- Production Function
- The Laws of Production
 - The Law of variable proportions
 - The Law can be explained with the help of hypothetical production schedule
- Returns to Scale

- Three phases of Returns to Scale
- Theory of Cost
- Types of Cost
- Total Cost
- Average Fixed Cost
- Marginal Cost
- Relation Between Marginal Cost & Average Cost
- Total Cost & Marginal Cost Relation
 - Behavior of Total Cost
 - Average Cost (AC)
 - Long run costs
- LMC Curve

5. Product Pricing

- The Essentials of a Market are-
 - Classification of Markets
 - Classification on the basis of time period involved
 - Classification on the basis of degree of competition
- Pricing under Pure Competition
 - Revenue Concepts
 - Equilibrium of the firm & industry
 - Equilibrium of industry
 - Equilibrium of the firm & industry under Perfect Competition
 - Long Run equilibrium
 - Relevance of the model
 - Price output under Monopoly
- The Equilibrium of the Monopolist
- Short Run Equilibrium
- Long Run Equilibrium
- Price Output Equilibrium in Discriminating Monopoly
 - Price-output under monopolistic competitions
 - Short Run Equilibrium
- Equilibrium under Oligopoly
 - Effects of Oligopoly
- Types of Business Organization – I
 - Introduction
 - Characteristics of Business
 - How Businesses are organized
 - Criteria to decide the type of organization
 - Sole Proprietorship
 - Partnership
 - Joint Stock Company

6. Types of Business Organization – II

- Introduction
- Public Sector Undertakings

- Co-operative Societies
 - Business Organizations in the new Millennium
 - The Theory of the Firm
 - Goals of the Firm
 - Satisfying Theory
 - Enhancing the value of the Firm
- 7. Government & Business**
- Introduction
 - Consumer Protection
- 8. National Income Accounting**
- Gross National Product, Net National Product, Gross Domestic Product and Net Domestic Product
 - Saving, Investment and Consumption Functions

RECOMMENDED READINGS:

1. Dwivedi D.N, “Managerial Economics”, Vikas Publication
2. Pindyck Rubinfeld& Mehta, “Micro Economics”, Pearson
3. Managerial Economics - Dr. Mukund Mahajan
4. Managerial Economics - Mote paul & Gupta
5. Managerial Economics - Varsheny & Maheshwari
6. Managerial Economics - D.C. Hauge
7. Managerial Economics - Gupta

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 107

Subject Name: Communication Skills

Core/Complimentary: Complimentary

Credits: 02

No of Hours: 2.5 hours per week

INTRODUCTION:

A fundamental part of a Manager's job is Decision making and Implementation. Initially, he assists in making decision by collecting information, analyzing and preparing a frame work for Decision Making. At a later stage when he reaches positions of higher responsibility, he takes decision and involves in implementation. A sound decision requires critical analysis of the problem, collection of relevant data; develop clear objectives and later workout an action plan. A logical approach and systematic analytical thinking, Reasoning, use of evidences are essential components of sound decisions. Apart from this, he must also have the required skills to present and communicate. One more dimension is inter-personal and group communication including negotiations. Hence, need of the hour is to develop all such skills hands on.

COURSE OBJECTIVES:

- To sharpen the Analytical, Written, non-verbal, Spoken Communication and inter-personal Skills essential in organizations involving Decision making and implementation.
- To demonstrate good team work and negotiation skills

COURSE OUTCOMES:

- At the end of this course, students will have the clarity about communication skills to be used in organizations.

COURSE SYLLABUS:

1. The Types of Business Communication

- Introduction
- Business Communication
- The Classification, Functions & Scope of Business Communication
- Internal Communication
- External Communication
- Conclusion

2. The Communication Process

- Elements of Communication
- The Communication Cycle
- The Barriers to Communication

3. The Principles of Communication

- Introduction
- The Medium of Communication
- Accuracy
- Brevity
- Clarity
- Courtesy
- Conclusion

4. Forms of Communication

- Introduction
- The Types of Communication
- Oral Communication
- Written Communication
- Non-Verbal Communication
- Visual Signs in Non-Verbal Communication
- Audio Signals in Non-Verbal Communication
- Silence
- Time
- Touch
- The Functions of Non-Verbal Communication
- The Merits & Demerits of Non-Verbal Communication
- Conclusion

5. Verbal Skills

- Introduction
- The Language used in Oral Communication
- Verbal & Linguistic Modifiers & Regulators & Voice Culture
- The Techniques of Delivery
- Conclusion

6. The Art of Listening

- Listening & Hearing
- The Value of Listening
- The Pitfalls involved in Listening
- The Functions of Listening
- The Process of Listening
- How to Listen Efficiency
- The Barriers to Efficient Listening
- The Types of Listening
- Conclusion

7. Body Language

- Introduction
- The Types of Body Language
- Facial Expressions
- Kinesics related to the Body
- Touch
- Conclusion

8. How to conduct Oral Communication

- The Classification of Oral Communication
- Dyadic Communication
- Group Communication
- Requests
- Complaints
- Inquiries
- Introduction
- Dictation
- The Telephone
- Interview: An Overview
- At the Interview Venue

9. The Essentials of Written Communication

- Introduction
- Alignments
- Font Style
- Bold, Italic & Normal
- Font Size
- Indentation & Block Style
- Items
- Emphasis
- Letter Heads
- Continuation Sheets
- Stationery
- Presentation
- Conclusion

10. Reading Skills

- Introduction
- The Speed of Reading
- Eye Span
- Ascertaining the Type of Communication
- Ascertaining the Burden of Communication
- The Structure of the Communication
- Ascertaining the Details of Communication
- Ascertaining the Meaning of Communication
- Conclusion

11 How to Go About Written Communication

- Introduction
- Alignment
- Complaints & Adjustment Letters
- Précis – Writing
- Report Writing
- Conclusion

RECOMMENDED READING

- 1) Business correspondence & Report writing - R.C. Sharma
- 2) Business Communication - M. Balasubramanyam
- 3) Essentials of Business Communication - R. Pal & Kollahalli
- 4) Business Communication & Report Writing - Sharma, Mohan
- 5) Business Communication - Urmila Rai. & S.M. Rai

Tilak Maharashtra Vidyapeeth, Pune

Syllabus - MBA – Semester I

Subject Code: MBA 108 B

Subject Name: Japanese-I

Core/Complimentary: Elective

Credits: 02

No of Hours: 2 hours per week

INTRODUCTION:

The course has been designed for students who wish to begin their study of Japanese at Preliminary level. It is intended to cater only for students with no prior knowledge or experience of the Japanese language, either spoken or written,

COURSE OBJECTIVES:

To provide students with opportunities for continued learning and for future employment and experience, both domestically and internationally, in areas such as public relations, commerce, hospitality, education, marketing, international relations, media and tourism.

COURSE OUTCOMES:

- Students who learn another language understand how languages work as systems.
- They become aware of the structure of that language through the analysis of patterns and can apply this knowledge to the learning of other languages.
- By making comparisons between and among languages, students strengthen their command of their first language.
- By engaging with various modes of communication, students develop effective skills in interacting, and understanding and producing texts.

COURSE SYLLABUS:

Course Details –Japanese Alphabets,
Kanji (Pictorial Characters)
Basic grammar
Vocabulary
Basic Communication skills

Chapter – 1-4

- 1 Self-Introduction+ Hiragana Letters + Vocabulary
- 2 Hiragana Letters + Basic Grammar
- 3 Chapter 1 Grammar + Vocabulary
- 4 Chapter 2 Grammar + Vocabulary
- 5 Chapter 3 Grammar + Vocabulary
- 6 Chapter 4 Grammar + Vocabulary
- 7 Basic Communication

BOOKS RECOMMENDED:

Book Referred – Minna No Nihongo

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 201

Subject Name: Human Resource Management

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION:

Personnel of yester years have become human resources in the recent years. This will emerge as human capital in the coming years. Organizations need to address these paradigm shifts. The managers in these organizations would be change agents in this regard. Hence, students pursuing management courses have to facilitate this. Their understanding of not only basics but the shifts in philosophy and focus would go a long way in leveraging the changes occurring in the wider environment. This course addresses such felt needs.

COURSE OBJECTIVES:

- To enlighten the students on the principles and practices of HR as a capital factor
- To introduce the entire gamut of scope of HR
- To capture the changing landscape of HR

COURSE OUTCOMES:

- The students must be in a position to address the challenges of organizational management through and with human resources.
- Thereby, the manager would become harbinger of change management.

COURSE SYLLABUS:

1. Introduction to HRM

- Nature and scope
- Difference between HRM and Personnel Management
- Objectives of HRM
- Evolution of HRM
- Competitive Advantage through people
- Competitive challenges for HRM
- Social issues in HRM
- Responsibilities of HR Managers
- Competencies of HR Department
- Image and Careers in HRM
- Personnel policies and principals

2. Human Resource Planning

- Introduction
- Definition
- HRP & Strategic Planning
- Activities in HRP
- Mapping an organizations human capital architect
- HRP & Environment scanning
- Importance of HRP
- Factors affecting HRP
- External Supply
- HR Programming
- HRP implementation
- Managerial Succession Planning
- Control and Evaluation
- Requisites of successful HRP
- Barrier to HRP

3. Relationship of Job Requirement and HRM Functions

- Job Analysis – Process Responsibilities gathering information, approaches to job analysis.
- Job analysis in changing environment
- Job description – job title job identification section, job duties
- Problems with Job Descriptions
- Writing clear Job Descriptions
- Job Design
- Job Enrichment

- Job Characteristics
- Employee Empowerment
- Ergonomic Considerations
- Designing work for group contribution

4. HRM & Work Arrangements

- Introduction
- The compressed work week
- Flexi- time
- Job sharing
- Telecommuting

5. Recruitment

- Introduction
- Meaning & definition
- Purposes & importance
- Factors governing recruitment
- Recruitment process – Internal, External
- Searching
- Screening
- Evaluation and Control
- Evaluation of Recruitment Process
- Evaluation of Recruitment methods
- Philosophies of Recruitment

6. Selection

- Meaning & Definition
- Role of selection
- Organization for selection
- Selection process
- Selection tests
- Interviews
- Reference and background checks
- Selection decision
- Physical examination
- Job offer
- Contracts of employment
- Audit of Selection Programs
- Barrier to effective selection
- Orientation and placement

7. Training and Development

- Introduction
- Systems Approach to training
- Doing Assessment quick times
- Tips for conducting an competency assessment
- Training methods for management development
- Evaluating training programs

8. Performance Appraisal

- Meaning and Definition
- Objectives
- Appraisal Process
- Methods of appraisal
- Feedback mechanism
- Edward Deming on performance appraisal
- Challenges of appraisal

9. Counseling and Empowerment

- Introduction
- Meaning
- Role & Need of counseling
- Forms of counseling
- Empowerment – Introduction – Definition
- Process of empowerment

10. Employee Remuneration

- Introduction
- Components of Remuneration
- Theories of Remuneration
- Factors influencing Employee Remuneration
- Devising Remuneration Plan
- Challenges in Remuneration

11. Promotions, Transfer and Separations

- Promotions
- Purposes of Promotion
- Principles of promotion
- Types of promotion
- Transfers
- Reasons for transfers

- Principles of transfers
- Types of transfers
- Separation

RECOMMENDED READING:

1. Gary Dessler and Biju Varkkey (2013), Human Resource Management, Person Publication, 12th Edition.
2. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.
3. Biswajeet Pattanayak (2014), "Human Resource Management", PHI Publications, 4th Edition.
4. V.S.P.Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

Syllabus - MBA – Semester II

Subject Code: MBA 202

Subject Name: Environmental Studies

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION:

This subject of environmental management would develop the fundamental understanding of the environment and social issues.

COURSE OBJECTIVES:

To enable students gain meaningful insights about the various aspects of the environment and how they are of significance.

COURSE OUTCOMES:

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

- Understand the basic concepts pertaining to the environment.
- Gain insights to the various societal concerns and the remedies thereof.
- Understand such concepts as ecosystem, pollution-related aspects, population.

Understand the social issues which are of concern.

COURSE SYLLABUS:

Unit 1: Introduction to environmental studies

- Multidisciplinary nature of environmental studies;
- Scope and importance; Concept of sustainability and sustainable development.

Unit 2: Ecosystems

- What is an ecosystem? Structure and function of ecosystem; Energy flow in an ecosystem: food chains, food webs and ecological succession. Case studies of the following ecosystems :
 - a) Forest ecosystem
 - b) Grassland ecosystem
 - c) Desert ecosystem
 - d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit 3: Natural Resources: Renewable and Non-renewable Resources

- Land resources and land use change; Land degradation, soil erosion and desertification.
- Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations.
- Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over water (international & inter-state).
- Energy resources: Renewable and non renewable energy sources, use of alternate energy sources, growing energy needs, case studies.

Unit 4: Biodiversity and Conservation

- Levels of biological diversity : genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots
- India as a mega-biodiversity nation; Endangered and endemic species of India
- Threats to biodiversity : Habitat loss, poaching of wildlife, man-wildlife conflicts, biological
Invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.
- Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

Unit 5 : Environmental Pollution

- Environmental pollution : types, causes, effects and controls; Air, water, soil and noise pollution
- Nuclear hazards and human health risks
- Solid waste management: Control measures of urban and industrial waste.
- Pollution case studies.

Unit 6 : Environmental Policies & Practices

- Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture
- Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).
- Nature reserves, tribal populations and rights, and human wildlife conflicts in Indian context.

Unit 7: Human Communities and the Environment

- Human population growth: Impacts on environment, human health and welfare.
- Resettlement and rehabilitation of project affected persons; case studies.
- Disaster management: floods, earthquake, cyclones and landslides.
- Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan.
- Environmental ethics: Role of Indian and other religions and cultures in environmental conservation.
- Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Unit 8: Field work

- Visit to an area to document environmental assets: river/ forest/ flora/fauna, etc.
- Visit to a local polluted site---Urban/Rural/Industrial/Agricultural.
- Study of common plants, insects, birds and basic principles of identification.
- Study of simple ecosystems---pond, river, Delhi Ridge, etc.

RECOMMENDED READING:

1. Carson, R. 2002. *Silent Spring*. Houghton Mifflin Harcourt.
2. Gadgil, M., & Guha, R. 1993. *This Fissured Land: An Ecological History of India*. Univ. of California Press.
3. Gleeson, B. and Low, N. (eds.) 1999. *Global Ethics and Environment*, London, Routledge.
4. Gleick, P. H. 1993. *Water in Crisis*. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
5. Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. *Principles of Conservation Biology*. Sunderland: Sinauer Associates, 2006.
6. Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. *Science*, 339: 36--37.
7. McCully, P. 1996. *Rivers no more: the environmental effects of dams*(pp. 29--64). Zed Books.
8. McNeill, John R. 2000. *Something New Under the Sun: An Environmental History of the Twentieth Century*.
9. Odum, E.P., Odum, H.T. & Andrews, J. 1971. *Fundamentals of Ecology*. Philadelphia: Saunders.
10. Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. *Environmental and Pollution Science*. Academic Press.
11. Rao, M.N. & Datta, A.K. 1987. *Waste Water Treatment*. Oxford and IBH Publishing Co. Pvt. Ltd.
12. Raven, P.H., Hassenzahl, D.M. & Berg, L.R. 2012. *Environment*. 8th edition. John Wiley & Sons.
13. Rosencranz, A., Divan, S., & Noble, M. L. 2001. *Environmental law and policy in India*. Tripathi 1992.
14. Sengupta, R. 2003. *Ecology and economics: An approach to sustainable development*. OUP.
15. Singh, J.S., Singh, S.P. and Gupta, S.R. 2014. *Ecology, Environmental Science and Conservation*. S. Chand Publishing, New Delhi.
16. Sodhi, N.S., Gibson, L. & Raven, P.H. (eds). 2013. *Conservation Biology: Voices from the Tropics*. John Wiley & Sons.
17. Thapar, V. 1998. *Land of the Tiger: A Natural History of the Indian Subcontinent*.
18. Warren, C. E. 1971. *Biology and Water Pollution Control*. WB Saunders.
19. Wilson, E. O. 2006. *The Creation: An appeal to save life on earth*. New York: Norton.
20. World Commission on Environment and Development. 1987. *Our Common Future*. Oxford University Press.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 203

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.
- The students 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**
 - Scope
 - 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**
 - Source 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
 - Evaluation Techniques of Capital Budgeting Proposals
 - Risk Analysis

- 5. Liquidity Decision- Management of Working Capitals**
 - What is Working Capital?
 - The factors Determining The Requirement For working Capital
 - Chore Committee Report
 - Means of Working Capital Finance
 - Factoring
 - Cash Management
 - Receivables Management
 - Inventory Management

- 6. Dividend Policy-Management of Profits**
 - Factors That Influence Payment Of Dividend
 - Types of Dividends
 - Some Important Dates In Connection With Payment Of Dividend
 - Dividend Policies-Walters Model

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 204

Subject Name: Production Operation and Materials 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.

COURSE OBJECTIVES:

- 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
- 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 AND INCENTIVE SCHEMES

- Introduction
- Techniques and Tools
- Work Study and Productivity
- Basic Ways to Increase Productivity
- Responsibility (or 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
- Performance Rating
- Work Sampling
- Incentive Schemes
- Objective of An Incentive Scheme
- Prerequisite of Incentive Schemes
- Standard Wage Incentive Plans

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 205

Subject Name: Legal Aspects of Business

Core/Complimentary: Complimentary

Credits: 02

No of Hours: 2.5 hours per week

INTRODUCTION:

Law and legal institutions play a major role in the conduct of business. The purposes of laws relating to business in India are mainly twofold: To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country. There are a number of laws that have a bearing on the conduct of business. These cover broadly areas relating to corporate legal framework; business transactions; labour; environment; dispute resolution etc. In this course an attempt is made to introduce the students to certain important legal aspects of business. In addition to the relevant statutory provisions, important case laws would be discussed under each module.

COURSE OBJECTIVES:

- To acquaint students with general business law issues to help become more informed sensitive and effective business leaders.
- To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

COURSE OUTCOMES:

After completing this course the students would be: able to

Appreciate the importance of law and legal institutions in business able to have a basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution

COURSE SYLLABUS:

- 1. Indian Contract Act**
 - Nature & Classification of Contract
 - Offer, Acceptance Consideration
 - Pre concert, valid consideration & Valid Agreement
 - Performance & Discharge of Contract
 - Types of Contract

- 2. Contract Act 1872**
 - Contract of Adem
 - Contract of Guarantyyee
 - Rights & Liabilities of surety & post surety
 - Rights Duties & Liabilities of agents & Principle

- 3. Sales goods Act 1930**
 - Meaning – Sales of goods & agreement to sale
 - Condition & Warranty
 - Transfer of property or Ownership
 - Performance, rights & Remedial measures relating to contract sale
 - Provision relating to oction sale

- 4. Negotiable Instrument Act 1881**
 - Meaning types & characteristics
 - Negotiation & types of Endorsement
 - Negotiable instrument – disowner

- 5. Indian Partnership Act 1932**
 - Meaning
 - Nature of Partnership & Types
 - Partnership deed, Rights & Liabilities of Partner
 - Dissolution of Partnership

- 6. Company Act 1956**
 - Definition, Meaning, Feature & Types
 - Memorandum of Association
 - Article of Association
 - Membership in Company, Shares, Accents & Audit, Company Management & Meetings
 - Compromise, Arrangement, Re construction & Amalgamation
 - Winding of Company

7. Consumer Protection Act 1986

- Definition Consumer, Good, Manufacturing, Trading & Services
- Unfair Trade Practice
- Consumer Disputes, Complaints
- State & Central Consumer protect Council
- Consumer Dispute, Reprisal Agencies

8. The Information Technology Act 2000

- Introduction & Background
- Digital Signatory, Electrical Governance, Electrical Records
- Regulation of Certificating Authorities

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 206

Subject Name: Business Research Methods

Core/Complimentary: Complimentary

Credits: 02

No of Hours: 2.5 hours per week

INTRODUCTION:

Business research is a systematic inquiry whose objective is to provide information to solve managerial problems. This course is an introduction on how to do business research with an emphasis on applied problem solving. It has a major focus on problem identification and analysis, problem solving strategies and communication skills.

COURSE OBJECTIVES:

- Students should understand a general definition of research design and know why educational research is undertaken, and the audiences that profit from research studies.
- To identify the overall process of designing a research study from its inception to its report and be familiar with ethical issues in educational research, including those issues that arise in using quantitative and qualitative research.
- To know the primary characteristics of quantitative research and qualitative research and to be able to identify a research problem stated in a study.

COURSE OUTCOMES:

Upon completion of this course you should be able to:

- Clearly identify and analyze business problems and identify appropriate and effective ways to answer those problems.
- Understand and apply the major types of research designs
- Formulate clearly defined research questions and analyze and summaries key issues and themes from existing literature.
- To evaluate and conduct research and understand the ethical issues associated with the conduct of research.

COURSE SYLLABUS:

Unit 1. Foundations of Research:

1.1 Research: – Definition, Why study Business Research? What is good research? Decision support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research.

1.2 Research & the Scientific Method: Characteristics of scientific method.

1.3 Steps in Research Process

1.4 Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question

1.5 Research Proposal: – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal (Students are expected to draft and evaluate a real life research proposal) (5 + 1)

Unit 2 Research Design:

2.1 Concept, Features of a good research design, Use of a good research design

2.2 Qualitative research and Quantitative research approaches, Comparison – Pros and Cons of both approaches.

2.3 Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

2.4 Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

2.5 Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (Elementary conceptual treatment expected)

2.6 Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance.(7+2)

Unit 3. Measurement & Data:

3.1 Concept of Measurement: what is measured? Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.

3.2 Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

3.3 Types of Data – Secondary Data: Definition, Sources, Characteristics, Searching world wide web for data, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency.

3.4 Types of Data – Primary Data: Definition, Advantages and disadvantages over secondary data,

3.5 Questionnaire Method: Questionnaire Construction – Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites, their utility, constraints (7 + 3)

Unit 4. Sampling:

4.1 Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

4.2 Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

4.3 Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected) (6 + 2)

Unit 5. Data Analysis & Report Writing:

5.1 Data Analysis : Editing, Coding, Univariate analysis – Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency – Mean, Median and Mode; their relative merits and demerits,

5.2 Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. (Use of MS Excel)

5.3 Bivariate Analysis: Cross tabulations, Use of percentages, Bivariate Correlation Analysis – meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation; Scatter plots, Chi-square test including testing hypothesis of association, association of attributes. (Formulae and calculation are not expected. Interpretation of the given data and scenario

analysis is expected for appropriate managerial decision inferences to be drawn.)

5.4 Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient

(Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)

5.5 Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, on-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications (Formulae and calculation are not expected. Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.)

5.6 Research Reports: Structure of Research report, Report writing and Presentation. (10+2)

Note: Extensive use of MS Excel is expected in learning unit no. 5

RECOMMEDED READINGS:

- Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition
- Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition
- Research Methodsfor Social Work by Allen, Earl R. Babbie, Cengage, 7thEdition
- Research Methods in Business Studies: A Practical Guideby Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall
- Business communication by Dipak Chawala, Vikas Publication.by Dipak Chawala, Vikas Publication

REFERENCE BOOKS

- The Practice of Social Research by Earl R. Babbie, Wadsworth, 13thEdition
- Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C.Carr, Mitch Griffin, Cengage Learning, 8th Edition
- Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2ndEdition
- Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6thEdition
- Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1stEdition
- Business Resarch Methodology-Sachdeva Research Methodology In Management-Dr.V.P.Michael

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 207

Subject Name: Computer Applications in Management

Core/Complimentary: Complimentary

Credits: 02

No of Hours: 2.5 hours per week

INTRODUCTION:

The course covers computer concepts and internet skills, and uses a software suite which includes word processing, spreadsheet, database, and presentation software to demonstrate skills.

COURSE OBJECTIVES:

- This course provides a foundation in information technology concepts, operating system functions and computer applications.
- The course also includes topics in computer ethics, computer security and HTML.
- To elevate students' awareness of information technology and develop an in-depth and systematic understanding of key aspects of IT Management
- To help students gain a strategic perspective on business
- To evaluate the value of emerging technologies and their competitive advantage

COURSE OUTCOMES:

By the end of the course, students will gain the skills required to navigate through the complexities of managing data and also become the appreciators of technological environment.

COURSE SYLLABUS:

1. Computers

- **Introduction**
 - Computers in Business
 - Elements of Computer System Set-Up
 - Indian Computing Environment
 - Components of a Computer System
 - Generations of Computers and Computer Languages
 - Personal Computers in Business

2. P. C. Software Packages

- An Introduction Disk Operating System and Windows
- Text Processing Software

3. Introduction to Spreadsheet Software

- Creation of Spreadsheet Applications
- Range, Formulas, Functions
- Data Base Functions in Spreadsheet
- Graphics on Spreadsheet

4. Modes of Data Processing

- Computer Software Systems
- Software Development Process
- File Design and Report Design

5. Data Files

- Types / Organizations
- Master and Transaction File
- Relevance of Data Base Management Systems and Integration Of Applications
- Basics of Data Processing
- Data Hierarchy and Data File Structures

6. Application Portfolio Development

- Introduction To a Micro Data Base Manager
- Program Development Cycle
- Flow Charting

- Input-Process-Output Analysis
 - Report Generation and Label Generation
 - Programming Concepts
 - Use of Files in Programming
7. **Presentation Graphics**
- Creating a Presentation on a PC
8. **Data Communications**
- **Networking**
 - LAN & WAN
9. **Management of Data Processing Systems In Business Organizations**

RECOMMENDED READINGS:

1. Burch, John and Grudnitski Gary. Information Systems; Theory and Practice. 5th ed. New York, John Wiley
2. David, Van Over, Foundations of Business Systems, Fort Worth, Dryden, 1992
3. Eliason, A.L. On-line Business Computer Applications. 2nd ed., Chicago, Science Research Associates, 1987
4. Estrada, Susan. Connecting to the Internet. Sebastopol, C A, O'Reilly, 1993
5. John, Moss Jones, Automating Managers : the Implications of information Technology for managers, London
6. Long, L. Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1986
7. Summer, M. Computers Concepts and Uses. 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988

Tilak Maharashtra Vidyapeeth, Pune

Syllabus - MBA – Semester II

Subject Code: MBA 208A

Subject Name: Business Ethics & Corporate Governance

Core/Complimentary: Elective

Credits: 02

No of Hours: 2 hours per week

INTRODUCTION:

The Institute of Business Ethics defines business ethics as ‘the application of ethical values to business behaviour.’ As Aristotle recognised, ethics is not an ethereal abstraction but is a practical aid to business problem solving. This course takes ideas from a range of disciplines (including some of the greatest thinkers of all time) to help understand, analyse and resolve ethical dilemmas in management. There has been a growing interest in the ethics of business and corporate governance.

COURSE OBJECTIVES:

- To distinguish between ethics, morals, codes of conduct and the law.
- To understand the ethical dilemmas facing managers.
- To explore models that supports ethical decision making and their limitations. Be aware of different philosophies and their implications.
- To study a series of cases focusing on contemporary issues. Examine the evolution of governance and its practice.

COURSE OUTCOMES:

- By the end of the course the students will be able to:
- Understand ethical components of managerial decision making
- Develop thinking and analytical skills using ethical frameworks.
- Draw upon a range of models to aid ethical decision-making.
- Apply their knowledge of ethics to some of the great international ethical debates
- Apply the knowledge of ethics to everyday and be sensitive to the influence of culture on ethics.

COURSE SYLLABUS:

I. Part – 1

1. Overview of Business Ethics

- What is ethics?
 - Distinction between ethics, values, feelings etc.
 - Differences between personal, professional and business ethics
- Evolution of and need for and significance and importance of business ethics
- Reasons for unethical behaviour
- Ethics, code of conduct for business and employees, ethical decision making

2. Concepts and theories of business Ethics

- Definition of ethics
- Morality, law, religion and ethics
- Management and ethics
- Normative theories of business ethics

3. Application of Business ethics in practice

- Ethics of consumer protection
- Environmental ethics
- Marketing ethics
- Ethics and HR Management
- Stakeholder ethics

4. Ethical dilemmas and resolution

5. Corporate Social responsibility

- Need for CSR and definition of CSR
- Implementation of CSR
- Indian perspectives in CSR

II. Part 2

6. Introduction to Corporate governance

- What is corporate governance?

7. Theory of corporate governance

- Concept of corporation

- Corporate governance mechanisms and systems
- Corporate obligations to society, investors, employees, customers (Stakeholders)
- Emergence of corporate governance

8. Roles in corporate governance

- Role of BOD
- Role of Auditors
- Government role

RECOMMENDED READINGS:

CORPORATE GOVERNANCE AND ETHICS **BY ZABIHOLLAH REZAEI**
CORPORATE GOVERNANCE AND BUSINESS ETHICS - **EDITORS: BRINK,**
ALEXANDER (ED.)

CORPORATE GOVERNANCE AUTHOR(S): *INDRAJIT DUBE*

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 208 B

Subject Name: Japanese-II

Core/Complimentary: Elective

Credits: 02

No of Hours: 2 hours per week

INTRODUCTION:

The course has been designed for students who wish to begin their study of Japanese at Preliminary level. It is intended to cater only for students with no prior knowledge or experience of the Japanese language, either spoken or written,

COURSE OBJECTIVES:

To provide students with opportunities for continued learning and for future employment and experience, both domestically and internationally, in areas such as public relations, commerce, hospitality, education, marketing, international relations, media and tourism.

COURSE OUTCOMES:

- Students who learn another language understand how languages work as systems.
- They become aware of the structure of that language through the analysis of patterns and can apply this knowledge to the learning of other languages.
- By making comparisons between and among languages, students strengthen their command of their first language.
- By engaging with various modes of communication, students develop effective skills in interacting, and understanding and producing texts.

COURSE SYLLABUS:

Course Details –

- Basic Conversation
- Family Members
- Colors
- Greetings used in day to day life
- Lesson No. 1 from UME

BOOKS RECOMMENDED:

Book Referred – Nihongoshouho