

Tilak Maharashtra University -Pune
MBA
Syllabus- 1st Semester

**MF/ MD -101 Essentials and Functions of
Management**

Paper 1:

I. INTRODUCTION TO MANAGEMENT

1. Evolution of Management thought
2. Systems and contingency approach for understanding organizations
3. Contribution to Management by Experts.

II Planning

1. Nature and Purpose of Planning
2. Objectives and Management of Objectives.
3. Strategies and policies.
4. Managerial Decision-making.

III Organizing

1. Nature and Purpose of Organizing.
2. Basic Departmentation.
3. Line and Staff Authority Relationships
4. Decentralization of Authority
5. Co-ordination
6. Making Organization Effective

**Paper 2- Exam II : 30 Mark objective will be based on
following topics:**

IV Staffing

1. Nature and Purpose of Staffing
2. Selection – Matching People and Jobs.

V Leading

1. Managing and the Human Factor
2. Motivation
3. Leadership
4. Communication

VI Controlling

1. Control Techniques and Information Technology.
2. 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 |

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MF / MD -102 Managerial Economics
Paper 1: (Exam I : 30 Mark Objective)

- 1. Introduction to Economics**
 - 1.1 Introduction**
 - 1.2 Micro & Macro Economics**
 - 1.3 Static & Dynamic Analysis**
 - 1.3.1 Nature of static's
 - 1.3.2 Economic Dynamics

- 2. Demand Analysis**
 - 2.1 Introduction**
 - 2.1.1 Demand
 - 2.1.2 Factors influencing Demand
 - 2.1.3 Types of Demand
 - 2.2 Law of Demand**
 - 2.3 Variations & Changes in Demand**
 - 2.3.1 Expansions & Contraction of Demand
 - 2.3.2 Increase & Decrease in Demand
 - 2.4 Elasticity of Demand**
 - 2.4.1 Price Elasticity of Demand
 - 2.4.2 Types of Price elasticity
 - 2.5 Kinds of Elasticity of Demand**
 - 2.6 Factors Determining the Price Elasticity of Demand**
 - 2.7 Measurement of Elasticity**
 - 2.7.1 Methods of Measurement
 - 2.8 Practical Significance of Elasticity of demand**
 - 2.9 Demand Forecasting**
 - 2.9.1 Survey Methods / Qualitative Techniques
 - 2.9.2 Time Series Analysis

- 3. Cost Benefit Analysis**
 - 3.1 Introduction
 - 3.2 Meaning of Cost Benefit Analysis
 - 3.2.1 Difficulties in estimating cost
 - 3.3 Steps in Cost Benefit Analysis
 - 3.4 Advantages & Disadvantages of Cost Benefit Analysis
 - 3.5 Justification for Cost Benefit Analysis

4. Theory of Production

- 4.1 Production is Creation Or Addition of Value
 - 4.1.1 Production Function
- 4.2 **The Laws of Production**
 - 4.2.1 The Law of variable proportions
 - 4.2.2 The Law can be explained with the help of hypothetical production schedule
- 4.3 **Returns to Scale**
 - 4.3.1 Three phases of Returns to Scale
- 4.4 **Theory of Cost**
 - 4.4.1 Types of Cost
 - 4.4.2 Total Cost
 - 4.4.3 Average Fixed Cost
 - 4.4.4 Marginal Cost
- 4.5 **Relation Between Marginal Cost & Average Cost**
- 4.6 **Total Cost & Marginal Cost Relation**
 - 4.6.1 Behavior of Total Cost
 - 4.6.2 Average Cost (AC)
 - 4.6.3 Long run costs
- 4.7 **LMC Curve**

Paper 2- Exam II : 30 Mark objective will be based on following topics:

5. Product Pricing

- 5.1 **The Essentials of a Market are-**
 - 5.1.1 Classification of Markets
 - 5.1.2 Classification on the basis of time period involved
 - 5.1.3 Classification on the basis of degree of competition
- 5.2 **Pricing under Pure Competition**
 - 5.2.1 Revenue Concepts
 - 5.2.2 Equilibrium of the firm & industry
 - 5.2.3 Equilibrium of industry
 - 5.2.4 Equilibrium of the firm & industry under Perfect Competition
 - 5.2.5 Long Run equilibrium
 - 5.2.6 Relevance of the model
 - 5.2.7 Price output under Monopoly
- 5.3 **The Equilibrium of the Monopolist**
- 5.4 **Short Run Equilibrium**
- 5.5 **Long Run Equilibrium**
- 5.6 **Price Output Equilibrium in Discriminating Monopoly**
 - 5.6.1 Price-output under monopolistic competitions
 - 5.6.2 Short Run Equilibrium
- 5.7 **Equilibrium under Oligopoly**

5.7.1 Effects of Oligopoly

6. Types of Business Organization – I

- 6.1 Introduction
- 6.2 Characteristics of Business
- 6.3 How Businesses are organized
- 6.4 Criteria to decide the type of organization
- 6.5 Sole Proprietorship
- 6.6 Partnership
- 6.7 Joint Stock Company

7. Types of Business Organization – II

- 7.1 Introduction
- 7.2 Public Sector Undertakings
- 7.3 Co-operative Societies
- 7.4 Business Organizations in the new Millennium
- 7.5 The Theory of the Firm
- 7.6 Goals of the Firm
- 7.7 Satisfying Theory
- 7.8 Enhancing the value of the Firm

8. Government & Business

- 8.1 Introduction
- 8.2 Consumer Protection

9. National Income Accounting

- 9.1 Gross National Product, Net National Product, Gross Domestic Product and Net Domestic Product
- 9.2 Saving, Investment and Consumption Functions

Books Recommended

- | | | | |
|----|-----------------------------|---|----------------------------------|
| 1) | Managerial Economics | - | Dr. Mukund Mahajan |
| 2) | Managerial Economics | - | Mote paul & Gupta |
| 3) | Managerial Economics | - | Varsheny & Maheshwari |
| 4) | Managerial Economics | - | D.C. Hauge |
| 5) | Managerial Economics | - | Gupta |

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MF / MD - 103 Communication Skills in Business
Paper 1: Exam I

1. The Types of Business Communication

- 1.1 Introduction
- 1.2 Business Communication
- 1.3 The Classification, Functions & Scope of Business Communication
- 1.4 Internal Communication
- 1.5 External Communication
- 1.6 Conclusion

2. The Communication Process

- 2.1 Elements of Communication
- 2.2 The Communication Cycle
- 2.3 The Barriers To Communication

3. The Principles of Communication

- 3.1 Introduction
- 3.2 The Medium of Communication
- 3.3 Accuracy
- 3.4 Brevity
- 3.5 Clarity
- 3.6 Courtesy
- 3.7 Conclusion

4. Forms of Communication

- 4.1 Introduction
- 4.2 The Types of Communication
- 4.3 Oral Communication
- 4.4 Written Communication
- 4.5 Non-Verbal Communication
- 4.6 Visual Signs in Non-Verbal Communication
- 4.7 Audio Signals in Non-Verbal Communication
- 4.8 Silence
- 4.9 Time
- 4.10 Touch
- 4.11 The Functions of Non-Verbal Communication
- 4.12 The Merits & Demerits of Non-Verbal Communication
- 4.13 Conclusion

5. Verbal Skills

- 5.1 Introduction
- 5.2 The Language used in Oral Communication
- 5.3 Verbal & Linguistic Modifiers & Regulators & Voice Culture
- 5.4 The Techniques of Delivery
- 5.5 Conclusion

6. The Art of Listening

- 6.1 Listening & Hearing
- 6.2 The Value of Listening
- 6.3 The Pitfalls involved in Listening
- 6.4 The Functions of Listening
- 6.5 The Process of Listening
- 6.6 How to Listen Efficiency
- 6.7 The Barriers to Efficient Listening
- 6.8 The Types of Listening
- 6.9 Conclusion

Paper 2: Exam II

7. Body Language

- 7.1 Introduction
- 7.2 The Types of Body Language
- 7.3 Facial Expressions
- 7.4 Kinesics related to the Body
- 7.5 Touch
- 7.6 Conclusion

8. How to conduct Oral Communication

- 8.1 The Classification of Oral Communication
- 8.2 Dyadic Communication
- 8.3 Group Communication
- 8.4 Requests
- 8.5 Complaints
- 8.6 Inquiries
- 8.7 Introduction
- 8.8 Dictation
- 8.9 The Telephone
- 8.10 Interview: An Overview
- 8.11 At the Interview Venue

9. The Essentials of Written Communication

- 9.1 Introduction
- 9.2 Alignments

- 9.3 Font Style
- 9.4 Bold, Italic & Normal
- 9.5 Font Size
- 9.6 Indentation & Block Style
- 9.7 Items
- 9.8 Emphasis
- 9.9 Letter Heads
- 9.10 Continuation Sheets
- 9.11 Stationery
- 9.12 Presentation
- 9.13 Conclusion

10. Reading Skills

- 10.1 10.1 Introduction
- 10.2 The Speed of Reading
- 10.3 Eye Span
- 10.4 Ascertaining the Type of Communication
- 10.5 Ascertaining the Burden of Communication
- 10.6 The Structure of the Communication
- 10.7 Ascertaining the Details of Communication
- 10.8 Ascertaining the Meaning of Communication
- 10.9 Conclusion

11 How to Go About Written Communication

- 11.1 Introduction
- 11.2 Alignment
- 11.3 Complaints & Adjustment Letters
- 11.4 Précis – Writing
- 11.5 Report Writing
- 11.6 Conclusion

Books Recommended :

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

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MF / MD – 104 Management Accounting

Paper 1: Exam I

- 1. The concept of Management Accounting**
 - 1.1 Introduction
 - 1.2 Definitions
 - 1.3 The Management and Financial Accounting Differs from each other
 - 1.4 Difference between Management Accounting and Cost Accounting
 - 1.5 Structure and use of Management Accounting
 - 1.6 Overview of Planning, Control and Decision – Making based on

- 2. Principles of Double Entry Bookkeeping and Accountancy**
 - 2.1 Introduction
 - 2.2 Double Entry System of Book-keeping
 - 2.3 Classification of Accounts

- 3. Journal and Subsidiary Book**
 - 3.1 Journal
 - 3.2 Purchase Book

- 4. Cash Book**
 - 4.1 Introduction
 - 4.2 Meaning of Cash Book and its advantages
 - 4.3 Bank Transactions in a Cash Book
 - 4.4 Honour and Dishonour of a Cheque
 - 4.5 Cash Book with two columns- Cash and Bank
 - 4.6 Cash Book with three Columns
 - 4.7 Cash Book with Bank column only

- 5. Trial Balance**
 - 5.1 Trial Balance

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

7. Fixed Assets and Depreciations

- 7.1 Fixed Assets and Depreciation
- 7.2 Depreciation
- 7.3 Auditor's Duty as regards Depreciation

8. Inflation Accounting

- 8.1 Inflation Accounting
- 8.2 Objectives of Inflation Accounting
- 8.3 Determination of current cost profit attributable to shareholders

9. Basic Concept of Management Control

- 9.1 Introduction
- 9.2 Budgetary Control
- 9.3 Classification of Budgets
- 9.4 Cash Budget
- 9.5 Flexible Budgets
- 9.6 Capital Budgeting and Investment Decisions
- 9.7 Master Budget Fixed Budget
- 9.8 Zero Based Budgeting

PAPER II – EXAM II i.e.30 mark based on the following topics:

10. Elements of Costs

- 10.1 Elements of marginal costing
- 10.2 Break even Analysis

11. Job Costing

- 11.1 Introduction
- 11.2 Batch Costing
- 11.3 Contract Account
- 11.4 Recording of Value of Contract
- 11.5 Cost Plus Contract

12. Process Costing

- 12.1 Introduction
- 12.2 Waste, Scrap, Spoilage, Defectives
- 12.3 Normal Losses, Abnormal Losses, Abnormal Gains

- 12.4 Equivalent Units
- 12.5 Inter Process Profits

13. Labour cost control and Incentives Schemes

- 13.1 Labour Cost
- 13.2 Labour Remuneration
- 13.3 Labour Turnover
- 13.4 Cost of Labour
- 13.5 Labour Turnover
- 13.6 Bin-Card
- 13.7 Utility of Ledger
- 13.8 Slandered Cost
- 13.9 FIFO System of Pricing Issues
- 13.10 Time Recording

14. Marginal Cost

- 14.1 Marginal Costs
 - 14.2 Inventory Turnover Ratio
 - 14.3 Machine Hour Rate
 - 14.4 Perceptual Inventory System
- Summary.....

15. Standard Costing

- 15.1 Introduction
- 15.2 Variance Analysis

16. Overheads

- 16.1 Introduction
- 16.2 Allocation, Apportionment and Absorption of Overhead
- 16.3 Over and Under Absorption of Overheads
- 16.4 Disposal of Overheads

17. Materials

- 17.1 Introduction
- 17.2 Concept of Inventory
- 17.3 Price
- 17.4 Economic Order Quantity(EQO)
- 17.5 Purchasing
- 17.6 The Materials Management Concept
- 17.7 A. B. C. Analysis
- 17.8 Types of Financial Analysis
- 17.9 Limitations of Financial Analysis

18. Introduction to Financial and cost Audit

- 18.1 Introduction to Financial and Cost Audit and Activity based costing
- 18.2 Cost Audit (Report) Rules 1968
- 18.3 Cost Control
- 18.4 Cost Reduction
- 18.5 Cost Control and Reduction
- 18.6 Cost Reduction Program

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.

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MF / MD – 105 Organizational Behaviors
(Design, Development and Change)

Paper 1:

1. Organisation And Organisational Behaviour

- 1.1 Introduction
- 1.2 Organisation
- 1.3 Organisational Behavioural
- 1.4 Intuition and Systematic Study
- 1.5 Organisation and Organisational Behaviour
- 1.6 Discipline Organisational Behaviour
- 1.7 Historical Evolution of Organisational Behaviour
- 1.8 Organisation Behaviour To-day
- 1.9 Models of Organisational Behaviour

2. Perception and Individual Decision Making

- 2.1 Introduction
- 2.2 Factors influencing perception
- 2.3 Attribution theory
- 2.4 Frequently used shortcuts in judging others
- 2.5 Specific applications in organizations
- 2.6 The link between perception and individual decision making
- 2.7 Improving creativity in decision making
- 2.8 How are decisions actually made in organizations?
- 2.9 Individual differences: decision making styles
- 2.10 Organizational constraints
- 2.11 Ethics in decision making

3. Personality And Attitude

- 3.1 Introduction
- 3.2 Definition

- 3.3 Theories on personality
- 3.4 The shaping of personality
- 3.5 Assessment of Freud's stages
- 3.6 Immaturity to maturity
- 3.7 Determinants of personality
- 3.8 Personality traits
- 3.9 The Myers - Briggs framework
- 3.10 Major traits influencing Organisational Behaviour
- 3.11 Personality and Organisational Behaviour:
- 3.12 Attitudes
- 3.13 Formation of attitude
- 3.14 Types of attitudes
- 3.15 Functions of attitude
- 3.16 Changing attitude
- 3.17 Ways of changing
- 3.18 Types of change
- 3.14 Attitude and OB
- 3.20 Job satisfaction
- 3.21 Job involvement
- 3.22 Organisational commitment
- 3.23 Values
- 3.24 Job satisfaction

4. Motivation

- 4.1 Introduction
- 4.2 Intrinsic and extrinsic motivation
- 4.3 Some theories on motivation
- 4.4 Motivation and Performance
- 4.5 Motivation strategies
- 4.6 Importance of motivation
- 4.7 Motivational drives

5. Stress

- 5.1 Introduction
- 5.2 Model of stress
- 5.3 Stress manifestation
- 5.4 Coping strategies
- 5.5 Coping and personality
- 5.6 Sources of stress
- 5.7 Stress management
- 5.8 Organization approaches to stress management

Paper 2- Exam II i.e. 30 Mark Objectives

6. Team

- 6.1 Foundations of group behavior
- 6.2 Key group concepts
- 6.3 Implications for performance and satisfaction
- 6.4 Group behavior model
- 6.5 Personal Systems (PS)
- 6.6 Towards improved group decision making
- 6.7 Group cohesiveness
- 6.8 Cohesiveness and group productivity
- 6.9 Team
- 6.10 Organizational context for teams
- 6.11 Team work
- 6.12 Life cycle of a team
- 6.13 Ingredients of effective teams
- 6.14 Potential team problems
- 6.15 Team building
- 6.16 Self-Managing teams

7 Organisation Structure and Design

- 7.1 Organization
- 7.2 Organization structure
- 7.3 Organization environment
- 7.4 Environmental sectors
- 7.5 Characteristics of the environment
- 7.6 Organizations as systems
- 7.7 Generic types of organizations
- 7.8 Formal organizations: design and structure
- 7.9 Division of labour and task interdependence
- 7.10 Work specialization
- 7.11 Departmentation choices
- 7.12 Product and functional organizations
- 7.13 Some differences between functional and product organization
- 7.14 Matrix organization
- 7.15 Project organization
- 7.16 Distribution of authority

8. Leadership

- 8.1 Introduction
- 8.2 Leadership theories
- 8.3 Types of leaders
- 8.4 Leadership styles
- 8.5 Relevant conditions for leadership styles
- 8.6 Contingency model of leader effectiveness

- 8.7 Fred Fiedler's contingency model
- 8.8 Functions of leadership
- 8.9 Technique of leadership
- 8.10 Path goal theory
- 8.11 Leader behaviours
- 8.12 Contingency factors
- 8.13 The managerial grid

9. Conflict Management

- 9.1 Definition
- 9.2 Individual conflict
- 9.3 Organizational conflict
- 9.4 Types of organizational conflict
- 9.5 Saran's conflict model
- 9.6 Integration
- 9.7 Diffusion
- 9.8 Complementarily
- 9.9 Other resolution technologies

Books Recommended :

- | | | |
|-----------------------------|---|------------------|
| 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 |