

Tilak Maharashtra University -Pune
MBA Syllabus- IInd Semester
MBA 201 : Human Resource Management

1. Introduction to HRM

- 1.1 Nature and scope
- 1.2 Difference between HRM and Personnel Management
- 1.3 Objectives of HRM
- 1.4 Evolution of HRM
- 1.5 Competitive Advantage through people
- 1.6 Competitive challenges for HRM
- 1.7 Social issues in HRM
- 1.8 Responsibilities of HR Managers
- 1.9 Competencies of HR Department
- 1.10 Image and Careers in HRM
- 1.11 Personnel policies and principals

2. Human Resource Planning

- 2.1 Introduction
- 2.2 Definition
- 2.3 HRP & Strategic Planning
- 2.4 Activities in HRP
- 2.5 Mapping an organizations human capital architect
- 2.6 HRP & Environment scanning
- 2.7 Importance of HRP
- 2.8 Factors affecting HRP
- 2.9 External Supply
- 2.10 HR Programming
- 2.11 HRP implementation
- 2.12 Managerial Succession Planning
- 2.13 Control and Evaluation
- 2.14 Requisites of successful HRP
- 2.15 Barrier to HRP

3. Relationship of Job Requirement and HRM Functions

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

- 3.13 Job Enrichment
- 3.14 Job Characteristics
- 3.15 Employee Empowerment
- 3.16 Ergonomic Considerations
- 3.17 Designing work for group contribution

4. HRM & Work Arrangements.

- 4.1 Introduction
- 4.2 The compressed work week
- 4.3 Flexitime
- 4.4 Job sharing
- 4.5 Telecommuting

5. Recruitment

- 5.1 Introduction
- 5.2 Meaning & definition
- 5.3 Purposes & importance
- 5.4 Factors governing recruitment
- 5.5 Recruitment process – Internal, External
- 5.6 Searching
- 5.7 Screening
- 5.8 Evaluation and Control
- 5.9 Evaluation of Recruitment Process
- 5.10 Evaluation of Recruitment methods
- 5.11 Philosophies of Recruitment

6 Selection

- 6.1 Meaning & Definition
- 6.2 Role of selection
- 6.3 Organization for selection
- 6.4 Selection process
- 6.5 Selection tests
- 6.6 Interviews
- 6.7 Reference and background checks
- 6.8 Selection decision
- 6.9 Physical examination
- 6.10 Job offer
- 6.11 Contracts of employment
- 6.12 Audit of Selection Programs
- 6.13 Barrier to effective selection
- 6.14 Orientation and placement

7 Training and Development

- 7.1 Introduction
- 7.2 Systems Approach to training
- 7.3 Doing Assessment quick times
- 7.4 Tips for conducting an competency assessment
- 7.5 Training methods for management development
- 7.6 Evaluating training programs

8 Performance Appraisal

- 8.1 Meaning and Definition
- 8.2 Objectives
- 8.3 Appraisal Process
- 8.4 Methods of appraisal
- 8.5 Feedback mechanism
- 8.6 Edward Deming on performance appraisal
- 8.7 Challenges of appraisal

9 Counseling and Empowerment

- 9.1 Introduction
- 9.2 Meaning
- 9.3 Role & Need of counseling
- 9.4 Forms of counseling
- 9.5 Empowerment – Introduction – Definition
- 9.6 Process of empowerment

10 Employee Remuneration

- 10.1 Introduction
- 10.2 Components of Remuneration
- 10.3 Theories of Remuneration
- 10.4 Factors influencing Employee Remuneration
- 10.5 Devising Remuneration Plan
- 10.6 Challenges in Remuneration

11 Promotions, Transfer and Separations

- 11.1 Promotions
- 11.2 Purposes of Promotion
- 11.3 Principles of promotion
- 11.4 Types of promotion
- 11.5 Transfers
- 11.6 Reasons for transfers
- 11.7 Principles of transfers
- 11.8 Types of transfers
- 11.9 Separation

Reference Books

1. Human Resource Management : K. Ashwathappa, Himalaya Publish
2. Human Resource Management : Dr. P.C. Pardeshi
3. Human Resource Management : Garry Dessler
4. Human Resource Management : Neu, Bohlander & Scott

Tilak Maharashtra University -Pune
MBA Syllabus- IInd Semester
MBA 202 : Marketing Management

1. Marketing Environment In India

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

2. Marketing Concept

- 2.1 Introduction
- 2.2 Other Orientations of Organizations
 - 2.2.1 Production orientation
 - 2.2.2 Product orientation
 - 2.2.3 Selling orientation
- 2.3 Different between Selling and Marketing
- 2.4 Different between Production / Product Orientation & Consumer Orientation.
- 2.5 Definitions
- 2.6 Marketing Functions
 - 2.6.1 Product
 - 2.6.2 Promotion
 - 2.6.3 price
 - 2.6.4 Physical Distribution
- 2.7 Function of Marketing Manager
 - 2.7.1 Internally Oriented Functions
 - 2.7.2 External Orientation

3. Marketing Organization

- 3.1 Introduction
- 3.2 Types of Organization
 - 3.2.1 Tall Organization
 - 3.2.2 Flat Organization
- 3.3 Different Ways to form Organization
 - 3.3.1 Functional Organization
 - 3.3.2 Geography Organization
 - 3.3.3 Product Organization
 - 3.3.4 End – user based Organization

4. Market Segmentation

- 4.1 Market Segmentation
- 4.2 Advantages of Market Segmentation
- 4.3 Process of Market Segmentation
 - 4.3.1 Geographic Segmentation
 - 4.3.2 Psychographics Segmentation
 - 4.3.3 Behavioral Segmentation
 - 4.3.4 Demographic Segmentation
- 4.4 Superimposing of Market Segment
- 4.5 Dynamic Nature of Segments
- 4.6 Criteria for selection of a group of consumers as a “Segment”
 - 4.6.1 Substantiality
 - 4.6.2 Measurability
 - 4.6.3 Accessibility
 - 4.6.4 Differentiability
 - 4.6.5 Stability
- 4.7 Types of Market Segmentation
 - 4.7.1 No Segmentation
 - 4.7.2 Complete Segmentation
 - 4.7.3 Partial Segmentation
- 4.8 Deciding Target Segment
- Evaluation of Market Segment
 - 4.8.1 Size and growth rate
 - 4.8.2 Structural Attractiveness
 - 4.8.3 Company’s Objectives and Resources
- 4.9 Selecting Target Market
- 4.9 Market segmentation for industrial Products

5. Types of Markets

- 5.1 Types of Markets
 - 5.1.1 Consumer market
 - 5.1.2 Industrial market
- 5.2 Classification of industrial goods
 - 5.2.1 Materials
 - 5.2.2 Capitals Goods
 - 5.2.3 Supplies and Services
- 5.3 Characteristics of industrial buying
 - 5.3.1 Bulk buying
 - 5.3.2 Few buyers
 - 5.3.3 Derived demand
 - 5.3.4 Short run inelastic demand

- 5.3.5 Volatile demand for capital goods
- 5.3.6 Closer interaction by suppliers
- 5.3.7 Formalized buying
- 5.3.8 Many Buying Influences
- 5.3.9 Direct purchasing
- 5.3.10 Reciprocatory buying
- 5.3.11 Leasing of capital equipments
- 5.3.12 Geographic concentration
- 5.4 Government Market
- 5.5 Global Market

6. Market Research and Forecasting

- 6.1 Introduction
- 6.2 Types of Market Research
 - 6.2.1 Focused Market Research
 - 6.2.2 Time based market research
- 6.3 Planning of Market Research
- 6.4 Define problems and objective
- 6.5 Developing Research plan
 - 6.5.1 Data Sources
- 6.6 Primary data
 - 6.6.1 Merits of Primary Data are
 - 6.6.2 Demerits of Primary Data are
 - 6.6.3 Usefulness of Primary Data
- 6.7 Secondary Data
 - 6.7.1 Merits of Secondary Data are
 - 6.7.2 Demerits of Secondary Data
 - 6.7.3 Usefulness of Secondary Data
 - 6.7.4 Source of Secondary Data
- 6.8 Collection of Primary Data
 - 6.8.1 Postal Survey
 - 6.8.2 Telephone Interview
 - 6.8.3 Personal Interviews
 - 6.8.4 Group – Interviews
 - 6.8.5 Experimentation
- 6.9 Use of Questionnaire in Interview
 - 6.9.1 Advantage of Using a Questionnaire
 - 6.9.2 Designing of Questionnaire
 - 6.9.3 Types of Questions
 - 6.9.4 Framing of Questions
 - 6.9.5 Phrasing of Questions
 - 6.9.6 Format of Questionnaire

- 6.10 Sampling Plan
 - 6.10.1 Simple Random Sampling
 - 6.10.2 Stratified Random Sampling
 - 6.10.3 Clustered Sampling
 - 6.10.4 Systematic Random Sampling
 - 6.10.5 Non – probability Sampling
- 6.11 Recording And Analysis of Data
- 6.12 Presenting the Findings
- 6.13 Characteristics of a good market research report
 - 6.13.1 Language
 - 6.13.2 Format
- 6.14 Merits and Demerits of market research by own staff vis-a-vis consulting agency
- 6.15 Objective to Market Research
- 6.16 Reasons for Failure of Market Research
- 6.17 Forecasting
- 6.18 Methods of Demand Fore-casting of Industrial Products
 - 6.18.1 Adjusted Industry Demand
 - 6.18.2 End use method or Market build up
 - 6.18.3 Simulation Technique
 - 6.18.4 Expert Opinion
- 6.19 Demand Forecasting in Consumer Products
 - 6.19.1 Graphic Method
 - 6.19.2 Causal Regression Method
 - 6.19.3 Economic Indicators Method
 - 6.19.4 Buyer Intention Survey
 - 6.19.5 Delphi Technique

7. Marketing Mix

- 7.1 Introduction
- 7.2 Policy decisions regarding existing products
 - 7.2.1 Product Modification
- 7.3 Product Diversification
- 7.4 Types of Product Diversification
 - 7.4.1 Related diversification
 - 7.4.2 Unrelated Diversification
 - 7.4.3 Forward or backward integration
- 7.5 New Product Development
 - 7.5.1 Approach to New Product Development
- 7.6 If the decision is “YRE”
 - 7.6.1 Developing ideas
 - 7.6.2 Evaluation of ideas
 - 7.6.3 Prototype development or a pilot batch production

- 7.6.4 Test marketing
- 7.6.5 Launching of Product
- 7.7 Branding And Brand Loyalty
 - 7.7.1 Advantages of Branding
 - 7.7.2 Brand Loyalty
 - 7.7.3 Factors affecting brand loyalty
- 7.8 Promotion
- 7.9 Sales Promotion
- 7.10 Personal Selling
 - 7.10.1 Advantages of Personal Selling are
 - 7.10.2 Limitations of Personal Selling are
- 7.11 Public Relations
 - 7.11.1 Public relations is particularly useful in
 - 7.11.2 Major Tools for Public Relations
- 7.12 Advertising and Publicity
 - 7.12.1 Differences Between Advertising and publicity
 - 7.12.2 How the advertisement accomplishes this role ?
 - 7.12.3 Types of Advertisements
- 7.13 Major Advertising Decisions
 - 7.13.1 Advertising Objective
 - 7.13.2 Advertising Message
 - 7.13.3 Advertising Media
 - 7.13.4 Media Selection
 - 7.13.5 Advertising Budget
 - 7.13.6 Advertising Effectiveness
- 7.14 Ethics in Advertising
- 7.15 Price Introduction And Definition
- 7.16 Mechanism of price agreement
- 7.17 Pricing – Methods
 - 7.17.1 Cost – related Pricing
 - 7.17.2 Completion related Pricing
 - 7.17.3 Marketing Related Methods
- 7.18 Credit Policy
 - 7.18.1 Types of Credit
 - 7.18.2 Effect of Credit on Cost
 - 7.18.3 The factors to be considered while offering credit
 - 7.18.4 Calculating and Controlling Cost of Credit
 - 7.18.5 Some of the methods to control the credit is as below
- 7.19 Importance of Distribution
- 7.20 Channels of Distribution
- 7.21 Need for Channels of Distribution

7.22 Selection of Channels of Distribution

7.22.1 Affectivity of Distribution

7.22.2 Cost of Distribution

7.23 Vending Machines 10

8. Marketing Planning

8.1 Introduction

8.2 Types of organization

8.2.1 Tall Organization

8.2.2 Flat Organization

8.3 Different Ways to form Organization

8.3.1 Functional Organization

8.3.2 Geographic Organization

8.3.3 Product Organization

8.3.4 End – user based organization

8.4 Planning of marketing programs and strategies

8.4.1 Planning Marketing

8.4.2 Planning Marketing programs

8.5 Marketing Control

8.6 Sales analysis

8.7 Sales Ratios

8.8 Building Expenses

8.9 Advertising audit advertising effectiveness study

8.10 Controlling sales force

8.10.1 Recruiting and selection

8.10.2 Salesmen’s training

8.10.3 Field training

8.10.4 Refresher training

8.11 Allocation of Sales Territories And Quota

8.11.1 Advantages of allocating sales territories are

8.11.2 Factors affecting the territory decisions are

8.12 Sales Quota

8.12.1 Advantages of assigning quota are

8.12.2 Factors affecting quota decision are

9. Service Marketing

9.1 Characteristic of Services

9.1.1 Intangibility

9.1.2 Inseparability

9.1.3 Variability

9.1.4 Perish ability

9.2 Classification of Services

9.3 Marketing strategies for services

9.3.1 Gronroos has suggested three pronged marketing for service marketing

10. Consumerism and Consumer legislations

10.1 History of consumer protection

10.2 Consumer Protection Act 1986

10.3 The salient features of the consumer Protection Act, 1986 are as below

10.3.1 Application, Extent and Scope

10.3.2 Who is consumer?

10.3.3 Who can make a complaint before the consumer forum?

10.3.4 What may be said to be a “complaint”?

10.3.5 Where the complaint is to be filed?

10.3.6 How to file a complaint?

10.3.7 Format of the complaint?

10.3.8 What relief’s can be granted to a complainant?

10.3.9 Procedure to file appeal

10.3.10 Limitation for filling complaint

Reference Books:

1. Marketing Management : Philip Kotler
2. Advertising, Sales & promotion : S.A.Chunawalla
3. Consumer Marketing : M.V. Kulkarni
4. Marketing Management : Dr. K. Karunakaran

Tilak Maharashtra University -Pune
MBA Syllabus- 2nd Semester
MBA 203 : Financial Management

1. Meaning Scope & Significance of financial Management

- 1.1. Scope
- 1.2 Financial Management & Financial Accounting
- 1.3 Goals of Financial Management
- 1.4 Role & knowledge of Finance Manager
- 1.5. Indian Financial System
- 1.6. Fundamental Valuation concepts - Time Value of money

2. Analysis & Interpretation of Financial Statements

- 2.1. What are Financial Statements
- 2.2. Ratio Analysis
- 2.3. The classification of Ratios
- 2.4. Fund Flow statement

3. Financing Decision

- 3.1. Source of Long Term and Medium Term Finances
- 3.2. Cost of Capital
- 3.3. Capital Structure
- 3.4. Theories of Capital Structure
- 3.5. Leverages

4. Long Term Investment Decision

- 4.1. Capital Budgeting
- 4.2. Process of Capital Budgeting
- 4.3. Evaluation Techniques of Capital Budgeting Proposals.
- 4.4. Risk Analysis

5. Liquidity Decision- Management of Working Capitals

- 5.1. What is Working Capital?
- 5.2. The factors Determining The Requirement For working Capital
- 5.3. Chore Committee Report
- 5.4. Means of Working Capital Finance
- 5.5. Factoring
- 5.6. Cash Management
- 5.7. Receivables Management
- 5.8. Inventory Management

6. Dividend Policy-Management of Profits

6.1 Factors That Influence Payment Of Dividend

6.2 Types of Dividends

6.3 Some Important Dates In Connection With Payment Of Dividend

6.4 Dividend Policies-Walters Model

Reference Books:

1. Financial Management : Dr. S.V. Patankar
2. Financial Management : Wechlekar
3. Cost & Financial Management : Khan & Jain

Tilak Maharashtra University -Pune
MBA Syllabus- 2nd Semester
MBA 204: Production, Operations and Materials Management

1. HISTORY AND DEVELOPMENT OF MANUFACTURING MANAGEMENT

- 1.1 Introduction
- 1.2 Evolution of Manufacturing Management
- 1.3 Historical sequencing
- 1.4 At Dawn of Indian Independence
- 1.5 Global Demands
- 1.6 Challenges and Opportunities: Future Manufacturing Management
- 1.7 Message to Indian Industries
- 1.8 Role of Government
- 1.9 Summary

2. NATURE, SCOPE AND FUNCTION OF MANUFACTURING MANAGEMENT

- 2.1 Introduction
- 2.2 Meaning of Production Management.
- 2.3 Functions of Production Manager
- 2.4 Value added process.
- 2.5 Objective of Production Management
- 2.6 Manufacturing Management Decision
- 2.7 Functions of Manufacturing Management.
- 2.8 Types of Production System
- 2.9 Importance of Manufacturing Department

3. MANUFACTURING SYSTEM

- 3.1 Introduction.
- 3.2 Manufacturing System
- 3.3 The Value Added Process
- 3.4 Products and Services
- 3.5 The Conversion Process
- 3.6 Production System
- 3.7 Intermittent System
- 3.8 Job Shop production
- 3.9 Batch Production
- 3.10 Continuous System
- 3.11 Nature of Mass Production.
- 3.12 Process Production Unit.
- 3.13 Projects
- 3.14 Comparison of Various Manufacturing Systems
- 3.15 Comparison of Intermittent and Continuous Manufacturing Systems
- 3.16 Manufacturing Systems and Production Planning and Control

4. IMPORTANCE AND FUNCTIONS OF FACILITY LOCATION

- 4.1 Introduction.
- 4.2 Concept of a Facility
- 4.3 Reasons for Location.
- 4.4 Factors Responsible for Plant Location
- 4.5 Location Analysis.
- 4.6 Facility Layout
- 4.7 Factors Creating Layout Problems
- 4.8 Objectives of Layout
- 4.9 Types of Layout
- 4.10 Flow Patterns
- 4.11 Factors Governing Plant Layout.
- 4.12 Product and Process Layout Comparison

5. PRODUCTION PLANNING AND CONTROL

- 5.1 Introduction
- 5.2 Objectives of Production Planning and Control
- 5.3 Utility of Production Planning and Control
- 5.4 Scope of Production Planning and Control
- 5.5 Organizational Structure of Production Planning Control (PPC) Department
- 5.6 Functions of Production Planning, Control
- 5.7 Comparison of Production Planning and Production Control
- 5.8 Organizational Position of PPC
- 5.9 PPC Functioning with Respect to Type of Production

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

- 6.1 Introduction
- 6.2 Network Analysis
- 6.3 Objectives of Network Analysis
- 6.4 Event.
- 6.5 Dummy Activity
- 6.7 Critical Path Method (CPM)
- 6.8 Computation of Early Start and Early Finish Time for the Activities
- 6.9 Computation of 1ST and LFT of Activities
- 6.10 Slack (Float)
- 6.11 Programme Evaluation and Review Technique (PERT)
- 6.12 Time of the Project Completion

7. MAINTENANCE MANAGEMENT

- 7.1 Introduction
- 7.2 What is Planned Maintenance?
- 7.3 Objective of Maintenance
- 7.4 Types of Maintenance Systems
- 7.5 Advantages of Maintenance
- 7.6 Spare Parts Maintenance
- 7.7** Equipment Replacement
- 7.8 Maintenance Planning and Control
- 7.9 Measurement of Maintenance Work.

8. INSPECTION AND STATISTICAL QUALITY CONTROL

- 8.1 Introduction
- 8.2 Quality
- 8.3 Statistical Quality Control (SQC)
- 8.4 Approach to Quality Control
- 8.5 Objectives of SQC
- 8.6 Basic of SQC
- 8.7 Control Charts
- 8.8 Statistical Basis of Control Charts
- 8.9 Major Parts of a Control Charts
- 8.10 Different Types of Control Charts
- 8.11 Control Chart for Mean OR -Chart.
- 8.12 Control Chart for Range (R-Chart
- 8.13 Inspection
- 8.14 Functions of Inspection.
- 8.15 Objectives of Inspection
- 8.16 Where to Inspect?
- 8.17 Cent-Percent Inspection
- 8.18 Acceptance Sampling or Sampling Inspection
- 8.19 Sampling Plans.
- 8.20 Limitations of Acceptance Sampling.
- 8.21 Producers Risk
- 8.22 Consumers Risk.
- 8.23 Terms Used in Acceptance Sampling
- 8.24 Various Sampling Plans.

9. INTRODUCTION TO WORKS STUDY AND INCENTIVE SCHEMES

- 9.1 Introduction
- 9.2 Techniques and Tools
- 9.3 Work Study and Productivity
- 9.4 Basic Ways to Increase Productivity.
- 9.5 Responsibility (or Productivity Rise.

- 9.6 Work Content.
- 9.7 Factors Tending to Reduce Productivity
- 9.8 Management Techniques to Reduce Work Content as WeJI as Ineffective
- 9.9 Method Study
- 9.10 Basic Procedure of Method Study
- 9.11 Selection of The Jobs
- 9.12 Recording of Facts
- 9.13 Method Study Symbols
- 9.14 Charting.
- 9.15 Charting Methods
- 9.16 Critical Examination
- 9.17 Development and Selection.
- 9.18 Installation of The Proposed Method.
- 9.19 Maintenance of The Proposed Method
- 9.20 Work Measurement.
- 9.21 Techniques of Work Measurement
- 9.22 Time Study.
- 9.23 Performance Rating
- 9.24 Work Sampling
- 9.25 Incentive Schemes.
- 9.26 Objective of An Incentive Scheme
- 9.27 Prerequisite of Incentive Schemes
- 9.28 Standard Wage Incentive Plans

Reference Books:

1. Production and operations management : Ashwathappa,K
2. Production and operations management : Panneer, S
3. Production and operations management : Nair, N.G

Tilak Maharashtra University -Pune
MBA Syllabus- 2nd Semester
MBA 205 : Business Environment

1. Nature and Scope of Business Environment

- Introduction
- Meanings and Definitions
- Nature of Business Environment
- Scope of Business Environment

2. Economic Environment of Business.

- Introduction
- State of the Economy
- Trends in National Income
- Composition of National Income

3. Socio-cultural Environment

- Social Responsibility of Business
- Business Ethics
- Corporate Governance
- Consumer Protection in India

4. Political Environment

- Introduction
- The External Politico-legal System
- Indian Political Environment
- Business and its Responsibility to Government

5. Technological Environment

Introduction

The Gamut of Technological Environment Incentives For Promotion of Technological R&D Major Problems Facing Technology Environment A World of Opportunity Still Exists

6. Foreign Trade Environment

- Introduction
- Exports and Imports
- National Foreign Trade Policy : 2004-07

7. Monetary Environment,

Introduction

Nature of Monetary policy

Role of Reserve Bank of India .

The Budget & Fiscal Policy

Capital market in India

Securities Exchange Board Of India (SEBI)

Reforms In Taxation

Future Trends in Monetary Environment

8. Industrial Environment.

- Introduction

- New Industrial Policy

- The Public Sector in India

- Small Scale Sector

- Post-1991 Scenario

9. Agricultural Environment

- Introduction

- Agricultural Situation Today

- Background of Agriculture In India

- The Green Revolution

- Role of Agriculture • Agricultural Exports • Prospects and Trends

Reference Books:

1. Business Environment : Cherunilam, F.

2. Business Environment : Lawrence, M.D

Tilak Maharashtra University, Pune
MBA
Syllabus- 2nd Semester
MBA -206 Research Methodology

I - Research Methodology

1. An Introduction

- a. Meaning, Objectives, Types and Significance of Research,
- b. Overview of research in management,
- c. Research Process,
- d. Criteria of Good Research,

2. Defining the research problem,

3. Research Design,

- a. Experimental Designs – Informal and Formal,
- b. Qualitative Research- Uses & Methods

II - Attitude Measurement and Scaling Techniques

4. Measurement and Scaling Techniques

- a. Measurement Scales, Sources of Errors in Measurement,
- b. Test of Sound Measurements,
- c. Technique of Developing measurement tools,
- d. Important scaling techniques,
- e. Scale construction Techniques – Differential Scale, Liker-type scale, Rating scale, Paired Comparison, Cumulative Scales, Multidimensional scaling(MDS),

5. Methods of Data Collection

- a. Collection of Primary Data – Observation method, Interview method, Collection of data through a questionnaire,
- b. Merits and demerits of various data collection methods, Designing a Questionnaire, Survey Methods and its administration,
- c. Secondary data – Mean, Merits and limitations, Sources of Secondary data,

III - Sampling Methods and Distributions

6. Sampling Methods – Theory and Practices

- a. Introduction to Sampling, Why sampling?
- b. Types of sampling, Probability sampling methods, Non-probability sampling methods, Determination of Sample size, Sampling Distribution of the mean,
- c. Central Limit Theorem, Sampling distribution of the variance,
- d. The Student's t-distribution, Sampling distribution of the proportion,
- e. Estimation and confidence intervals,
- f. Concept of Standard error,

IV - Testing of Hypothesis

7. Statistical Inference

- a. What is a hypothesis? Null and Alternative Hypothesis,
- b. Type I and II errors, The significance level, The Power curve of a test, The P value of a test, Hypothesis Testing Procedure,
- c. Testing of Population Mean,
- d. Testing of Population Proportion,
- e. Testing for Differences between Means,
- f. Testing for Differences between Proportions,

8. Chi-Squares Test and Goodness of Fit

9. Analysis of Variances

- a. ANOVA – One way and Two Way,
- b. Covariance, ANOCOVA, Numerical Problems,

V - Data Processing, Analysis, Interpretation, Report Writing and Presentation

10. Data Processing and Analysis

- a. What is data processing? Components of data processing,
- b. What is Data Analysis? Prerequisites of data Analysis, Procedure for Analysis of Data,
- c. Techniques of data analysis: Univariate Analysis
- d. Measure of Central tendency, Dispersion, Skewness; Bivariate Analysis
- e. Correlation, Regression;

11. Multivariate Analysis

- a. Discriminant Analysis,
- b. Factor Analysis,
- c. Conjoint Analysis,
- d. Cluster analysis,

12. Data Interpretation and Report Writing

- a. Interpretation,
- b. Report Writing and Presentation,
- c. Analysis & Interpretation in Qualitative Research,

13. Computer Aided Research Methodology

- a. Use of Excel, SPSS Packages

Note : a. *There will be Case Studies for each unit*
 b. *Numerical/Practical problems for Units II - V*

Reference Books :

1. Andrew, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY , 1976
2. Bennet, Roger; Management Research, ILO, 1983
3. Fowler, Floyd J.Jr., Survey Methods, 2nd ed . Sage Pub , 1983
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Surveys. Sage Pub. 1986
5. Gupta, S.P. Statistical Methods, 30th Ed. , Sultan Chand , New Delhi, 2001
6. Golden,- Biddle, Koren and Karen D. Locke : Composing Qualitative Research, Sage Pub,1997
7. Salkind, Neil J , Exploring Research , 3rd Ed , Prentice – Hall, NJ, 1997.

8. Kothari C.R., Research Methodology Methods & Techniques, New Age International Publishers, 2009

Tilak Maharashtra University, Pune
MBA

Syllabus- 2nd Semester

MBA – 207 Organizational Effectiveness and Change

I. An overview of concept of organization change, Effectiveness and development

1. **Resistance to Organizational change**
2. **Factors that cause resistance to Organizational change**
3. **Factors in Organizational change**
4. Dealing with **Organizational change**
5. **The Importance of Inter-personal Communications**

II. Skills of a Change Agent

1. **Role of a change Agent**
2. **Different roles of a change agent**
3. Characteristics of Successful Change Agent
4. Change agent identification
5. **Identifying Effective Organizational Change Agents**

III. Organizational climate and culture

1. Approaches to defining organization climate
2. Essentials of an Organizational Climate
3. What is Organizational Culture?
4. **Categories of Organizational Cultures**

IV. Power and Politics

1. Understanding power in organizations
2. Types of power in organizations
3. Aspects of Organizational Politics
4. **Facets of politics in the organization**

V. The process of Empowerment

1. Examples of Empowerment
2. Effective ways of empowering employees
3. **Employee engagement**

VI. Organizational Learning

1. Benefits of organization learning

2. Learning models
3. Core disciplines
4. The Characteristics of a Learning Organization

VII. Creativity and Innovation

1. What is Organizational Creativity
2. Importance of creativity to organization
3. Reasons for importance of organizational creativity
4. Factors that facilitate or enhance organizational creativity
5. Need for strategies of tech-innovation-HRM integration
6. Systems Strategy: Technology Innovation and Knowledge Management
7. Organizational strategy
8. New trends in technology innovation and human resource management
9. Factors that are barriers to organizational creativity
10. Model of Organizational creativity

VIII. Conflict and Negotiation

1. Conflict as a Concept
2. Dimensions of Conflict Situations in Organization
3. Causes of Conflict
4. Conflict Resolution Strategies

IX. Intergroup behaviour and collaboration

1. Nature of Groups
2. Towards Understanding Inter-Group Behaviour
3. Coordination – The Key To Inter-Group Performance
4. Managing Inter-Group Relations
5. Group Performance

X. Business Ethics and corporate Governance

1. The need of business ethics
2. What is business ethics
3. A definition for business ethics
4. What is Corporate governance
5. Definition of Corporate Governance
6. Why is Corporate Governance Important
7. Features of Good Corporate Governance

XI. Management of gender issue

1. The important legislations for gender-based issues at work place

2. Gender and Culture
3. Elements of conflict situations and possible gender dimensions
4. Gender analysis
5. Economic and Social Rights

XII. Cross cultural Dynamics

1. Theories of Organizational Culture
2. Increasing Importance of Organizational Culture
3. Effects of Organizational Culture
4. Emerging Cultural Mandates
5. Cultural Change
6. Application of Organizational Culture to Public Science Management

Reference Books:

1. Organizational Improvement and Accountability: Lessons for Education from Other Sectors (2003) by Heather Barney, Brian Stecher, Shelia Nataraj Kirby and Marjorie Pearson (Feb 19, 2004)
2. Managing for Organizational Effectiveness: An Experiential Approach (McGraw-Hill series in management) by Frederic E. Finch (Jan 1, 1976)
3. Organizational Communication: Perspectives and Trends by Michael J. Papa (Nov 20, 2007)
4. Continuous Excellence: Building Effective Organizations: A Handbook for Managers and Leaders by Mel Hensey (Oct 1995)
5. Organizational Effectiveness and Improvement in Education (Leadership and Management in Education) by Alma Harris, Nigel Bennett and Margaret Preedy (Oct 1997)
6. Business Ethics & Corporate Governance – Mr. A.C. Fernando (Dorling Kindersley(I) Pvt.Ltd.)

Tilak Maharashtra University, Pune
MBA

Syllabus- 2nd Semester

MBA -208 Business Ethics and Corporate Governance

Part – I : Ethics

I. Ethics – An Introduction

6. Concept of Ethics
7. Values and Ethics – Meaning, Types of Values
8. Ethical Action – Morals, Morality, Beliefs, Religiousness and Law

II. Business Ethics : Concept and Theories

6. Definition of Business Ethics
7. Need
8. Importance
9. Nature
10. Scope
11. Factors influencing Business Ethics
12. The Indian Business Scene
13. Liberalisation, Privatisation & Globalisation (LPG) and Global Trends in Business Ethics
14. Normative Theories of Business Ethics

III. Application of Business Ethics and Issues in :

1. Marketing
2. Finance
3. Human Resource
4. Stakeholders
5. Consumer Protection
6. Environment
7. Ethical Dilemmas at Workplace
8. Ethical issues in Global Business

IV. Corporate Social Responsibility (CSR)

1. Meaning and Definition
2. Need and Importance, Scope and Advantages
3. Implementation
4. Indian Scenario

Part – II :Corporate Governance (CG)

V. Introduction

1. Meaning, Definition
2. Importance
3. Issues

VI. Theory and Practice of Corporate Governance

1. Concept of Corporation
2. Difference between Corporate Governance & Corporate Management
3. Theories of Corporate Governance
4. Systems, Models of Corporate Governance
5. Good Corporate Governance & Obligations to Society, Investors, Employees, Customers
6. Evolution of Corporate Governance in India – Codes & Laws

VII. Roles in Corporate Governance

1. Role of Board of Directors
2. Role of Auditors
3. Role of Government

Part – III : Indian Ethical Experience

VIII. Indian Scenario/History

1. Sprinklings of Ethics from:
 - a. Kautilya
 - b. Bhagvadgita
 - c. Dasbodh/Shivaji
 - d. Mahatma Gandhi
 - e. Lokmanya Tilak

Reference Books :

1. Business Ethics & Corporate Governance – Mr. A.C. Fernando (Dorling Kindersley(I) Pvt.Ltd.)
2. Business Ethics & Corporate Governance – The Federation of Universities
3. Essentials of Business Environment – Mr. K. Aswathappa (Himalaya Publishing House)
4. Business Ethics : Concepts and Cases – Mr. Manuel G. Velasquez (PHP of India Pvt. Ltd.)

5. Knowledge Management – Mr. Elias M. Awad, Mr. Hassan M. Gaaziri
6. The 8 Core Values of the Japanese Businessman : Towards an Understanding of Japanese Management – Mr. Yasutaka Sai
7. Business Ethics and Values – Mr. D. Senthilkumar