

**Tilak Maharashtra Vidyapeeth – Pune**  
**BBA Syllabus – IV Semester**  
**71411 Business Economics – Part II**

**EXAM 1**

**1. Price Determination Under Different Market Structure**

- 1.1 Concept of Market
- 1.2 Classification of Market
- 1.3 Equilibrium of a firm: Meaning / Short run equilibrium / Long run equilibrium
- 1.4 Price & Output Determination – Meaning
- 1.5 Relationship of equilibrium & profit maximization.
- 1.6 Perfect competition Market-  
Equilibrium conditions under perfect competition: Short run & Long run equilibrium
- 1.7 Monopoly Market –  
Equilibrium conditions under Monopoly Market: Short run & Long run equilibrium
- 1.8 Monopolistic Market –  
Equilibrium conditions under Monopolistic Market: Short run & Long run equilibrium

**2. Cost and Revenue Analysis.**

- 2.1 Total / Average / Marginal Revenue
- 2.2 Relation between AR & MR
- 2.3 Concept of TFC / TVC
- 2.4 Long run & Short run cost curves
- 2.5 Reasons of LAC
- 2.6 Smooth envelop of LAC

**3. Factor Pricing**

- 3.1 Introduction
- 3.2 Purchase decision of a firm
- 3.3 Special features of factor pricing
- 3.4 Marginal productivity theory of distribution
- 3.5 Wages – Real & Nominal wages / Modern theory of wages.
- 3.6 Rent – Different Rent – Ricardian theory  
The modern theory of rent.  
Quasi rent / Difference between economic rent & quasi rent
- 3.7 Interest – Gross Interest / Net Interest
- 3.8 Reasons for Difference in Interest rates
- 3.9 Profit – elements of Profit

#### **4. Money and Banking**

- 4.1 Introduction – Definition of Money
- 4.2 Functions of Money
- 4.3 Evolution of Money – Barter System to Modern System
- 4.4 Importance of Money
- 4.5 Banks – Definition / Role of Banks / Types of Banks
- 4.6 Functions of Commercial Banks
- 4.7 Role of Banks in economic system.
- 4.8 The Central Bank – Need / Functions  
Central Bank – Controller of Credit

### **EXAM 2**

#### **5. National Income**

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

#### **6. Trade Cycle**

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

#### **7. International Trade**

- 7.1 Introduction
- 7.2 Need for foreign trade
- 7.3 Favorable effects of foreign trade on economic growth
- 7.4 Unfavorable impact of foreign trade on economic growth
- 7.5 Balance of Trade, Balance of Payment, Difference between BOP & BOT
- 7.6 Causes behind adverse BOP
- 7.7 Remedies for adverse BOP

#### **8. Index Numbers**

- 8.1 Introduction – Meaning

- 8.2 Steps in the construction of price index number
- 8.3 Uses of index numbers
- 8.4 Limitation of index numbers

**Tilak Maharashtra Vidyapeeth – Pune**  
**BBA Syllabus – IV Semester**  
**71412 Cost & Management Accounting**

**EXAM 1**

**1. The concept of Cost, Costing & Cost Accounting**

- Cost
- Costing
- Cost Accounting
- Cost Accountancy
- Difference between Costing & Cost Accounting
- Limitation of Financial Accounting
- Objectives of Cost Accounting
- Advantages of Costing
- Methods of Techniques of Costing
- Limitation of Cost Accounting
- Distinguish between – Financial Accounting & Cost Accountancy
- Cost Centre
- Cost Unit

**2. Elements of Cost**

- Direct Material
- Direct Labour
- Direct Expenses
- Indirect Expenses
- Cost Classification
- Types of Costs
- Format of Cost Sheet

**3. Materials**

- Introduction
- Concept of Inventory
- Price
- Economic Order Quantity (EOQ)
- Purchasing
- The Materials Management Concept
- A. B. C. Analysis
- Types of Financial Analysis]
- Limitations of Financial Analysis

#### **4. Cash Book**

Introduction  
Allocation, Apportionment and Absorption of Overheads  
Over and Under Absorption of Overheads  
Disposal of Overheads

#### **5. Labour Cost**

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

### **EXAM 2**

#### **6. Managerial Costing**

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

#### **7. Budgetary Control**

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

## **8. Standard Costing**

Introduction

Variance Analysis

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

Introduction to Financial and Cost Audit & Activity based costing.

Cost Audit (Report) Rules 1968

Cost Control

Cost Reduction.

Cost Control and Reduction

Cost Reduction Programme

## **Appendix**

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



**Tilak Maharashtra Vidyapeeth – Pune**  
**BBA Syllabus – IV Semester**  
**71413 - Production and Operations Management**

**EXAM 1**

**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

### **EXAM 2**

#### **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 IST 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 Phase in Quality Management
- 8.4 Cost of Quality
- 8.5 Quality at Source
- 8.6 Statistical Quality Control (SQC)
- 8.7 Approach to Quality Control
- 8.8 Objectives of SQC
- 8.9 Basic of SQC
- 8.10 Control Charts
- 8.11 Statistical Basis of Control Charts
- 8.12 Major Parts of a Control Charts
- 8.13 Different Types of Control Charts
- 8.14 Control Chart for Mean OR -Chart.
- 8.15 Control Chart for Range (R-Chart)
- 8.16 Inspection
- 8.17 Functions of Inspection.
- 8.18 Objectives of Inspection
- 8.19 Where to Inspect?
- 8.20 Cent-Percent Inspection
- 8.21 Acceptance Sampling or Sampling Inspection
- 8.22 Sampling Plans.
- 8.23 Limitations of Acceptance Sampling.
- 8.24 Producers Risk

- 8.25 Consumers Risk.
- 8.26 Terms Used in Acceptance Sampling
- 8.27 Various Sampling Plans.

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

- 9.1 Introduction
- 9.2 Techniques and Tools
- 9.3 Work Study and Productivity
- 9.4 Basic Ways to Increase Productivity.
- 9.5 Responsibility for 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 Time
- 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 Allowances in Time Study
- 9.24 Performance Rating
- 9.25 Work Sampling

**Tilak Maharashtra Vidyapeeth - Pune**  
**BBA Syllabus IV Semester**  
**71414 Organizational Behavior – II**

**EXAM 1**

**1. Team**

- 1.1 Foundations of group behavior
- 1.2 Key group concepts
- 1.3 Implications for performance and satisfaction
- 1.4 Group behavior model
- 1.5 Towards improved group decision making
- 1.6 Group cohesiveness.
- 1.7 Cohesiveness and group productivity
- 1.8 Team
- 1.9 Organizational context for teams
- 1.10 Team work
- 1.11 Life cycle of a team
- 1.12 Ingredients of effective teams
- 1.13 Potential team problems
- 1.14 Team Building
- 1.15 Self – Managing teams

**2. Organization Structure and Design**

- 2.1 Organization
- 2.2 Organization structure
- 2.3 Organization environment

- 2.4 Environmental sectors
- 2.5 Characteristics of the environment
- 2.6 Organizations as systems
- 2.7 Generic types of organizations
- 2.8 Formal organizations: design and structure
- 2.9 Division of labour and task interdependence
- 2.10 Work specialization.
- 2.11 Departmentation choices
- 2.12 Product and functional organizations
- 2.13 Some differences between functional and product organization
- 2.14 Matrix organization
- 2.15 Project organization
- 2.16 Distribution of authority

## **EXAM 2**

### **3. LEADERSHIP**

- 3.1 Introduction
- 3.2 Leadership theories
- 3.3 Types of leaders
- 3.4 Leadership styles
- 3.5 Relevant conditions for leadership styles
- 3.6 Contingency model of leader effectiveness
- 3.7 Fred Fiedler's contingency model
- 3.8 Functions of leadership
- 3.9 Technique of leadership
- 3.10 Path goal theory
- 3.11 Leader behaviours
- 3.12 Contingency factors
- 3.13 The managerial grid

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

- 4.1 Introduction
- 4.2 Forces of change
- 4.3 Need for change
- 4.4 Types of change
- 4.5 Effect of change
- 4.6 Resistance to change
- 4.7 Overcoming resistance
- 4.8 Selecting a change agent
- 4.9 Building an action plan
- 4.10 Change strategy selection
- 4.11 Change, Implementation of
- 4.12 Managing change

- 4.13 Process of change
- 4.14 Resistance to change
- 4.15 Approaches to change
- 4.16 Evaluatin Change
- 4.17 Institutionalization change
- 4.18 Conclusion

## 5. **CONFLICT MANAGEMENT**

- 5.1 Definition
  - 5.2 Individual conflict
  - 5.3 Organizational conflict
  - 5.4 Types of organizational conflict
  - 5.6 Integration
  - 5.7 Diffusion
  - 5.8 Complementarily
- Other resolution technologies

**Tilak Maharashtra Vidyapeeth – Pune**  
**BBA Syllabus – IV Semester**  
**71415 Business Environment**

## **EXAM 1**

### 1. **Business Environment**

- 1.1 Introduction
- 1.2 Environment – Meaning  
Nature & Scope
- 1.3 Internal Environment (Micro)
- 1.4 Task Environment
- 1.5 External Environment (Macro)
- 1.6 Characteristics of Environment
- 1.7 Factors Affecting Internal Environment
- 1.8 Factors Affecting External Environment
- 1.9 Questions

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

- 2.1 Growth: Introduction  
Features  
Indicators  
Growth Strategy
- 2.2 Unemployment
- 2.3 Poverty
- 2.4 Regional Imbalance

- 2.5 Money Supply and Inflation
- 2.6 Parallel Economy
- 2.7 Industrial Sickness
- 2.8 Social Injustice
- 2.9 Questions

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

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

## **EXAM 2**

### **4. International Environment**

- 4.1 Introduction
- 4.2 International Monetary Fund (IMF)
- 4.3 The world Bank
- 4.4 General Agreement on tariff & trade (GATT)
- 4.5 World Trade Organization (WTO)
- 4.6 South Asian Association for Regional  
Co – Operation (SAARC)
- 4.7 International Development Association (IDA)
- 4.8
- 4.9 Questions

### **5. Environmental Factors Affecting Business**

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

### **6. Natural Resources**

- 6.1 Renewable & Non Renewable Resources
- 6.2 Limitations of Non Renewable Resources
- 6.3 Need of Renewable Resources.
- 6.4 Strategy for Conservation of Natural Resources.

## **7. Environmental Issues Related to Business**

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

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