



MAHARASHTRA TECHNICAL EDUCATION SOCIETY'S
School of Management

Tilak Maharashtra Vidyapeeth -Pune
MBA Syllabus- 2nd 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



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- 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



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- 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



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MBA Syllabus- 2nd Semester

MBA 202 : Environmental Studies



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Tilak Maharashtra Vidyapeeth -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

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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.



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- 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 IST and LFT of Activities
- 6.10 Slack (Float)
- 6.11 Programme Evaluation and Review Technique (PERT)



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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?
 - Cent-Percent Inspection
 - 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



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- 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 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 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

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Tilak Maharashtra Vidyapeeth - Pune
MBA Semester - II
MBA –205 Legal Aspects of Business

- 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 Guarantyee
 - 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



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- 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



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MBA Syllabus- 2nd Semester

MBA 206 : Health Administration & Community Medicine

1 .History of Medicine

- 1.1. Medicine in ancient time
- 1.2 Different system of medicine
- 1.3. Modern medicine

2. Concept of health and disease

- 2.1 Definition of Health
- 2.2 Dimensions of health
- 2.3 Levels of health care
- 2.4 Concepts of Causation; Epidemiological trials
- 2.5 Risk factor & Risk groups

3. Basic medical statistics

- 3.1 Data & Information
- 3.2 Elementary statistical methods
- 3.3 Source of health information

4. Principle of Epidemiology

- 4.1 Definition
- 4.2 Incidence & Prevalence
- 4.3 Disease prevention and control
- 4.4 Immunization schedule

5.Epidemiologic Methods

- 4.1 Observation studies
- 4.2 Experimental studies
- 4.3 Descriptive studies
- 4.4 Investigation of an epidemic



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MBA Syllabus- 2nd Semester

MBA 207 : Management of Hospital Stores & equipment

1. Classification of Hospital Stores

1.1 General stores, Medical stores, engineering stores

2. Functions of Hospital stores

3. Classification of Materials

4. Forecasting of Materials

4.1 Meaning

4.2 Methods of Forecasting

5. Purchase Procedures

5.1 Tender system

5.2 Local Purchase

6. Receipt & Inspection of stores

7. Condemnation & Control

7.1 ABC

7.2 VED Analysis

8. Medical Stores

8.1 Classification of drugs

8.2 Functions of Medical Stores

8.3 Life of Drugs & Storage conditions

8.4 Role of Hospital Formulary committee

9. Equipment Management

9.1 Assessment of need

9.2 Selection process specifications

9.3 Technical Evaluation

10. Installation & Commissioning

10.1 Civil, Electric work

10.2 Clearance from statutory Authority e.g. BARC

11. Training of Man Power



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12. Maintenance & Repairs

13. Disposal of Obsolete Equipment

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MBA Syllabus- 2nd Semester**

MBA 208-A : Buisness Ethics and Corporate Governance