

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MFM 301

**Subject Name:** Advanced Financial Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course will introduce students to the theory of finance, firm valuations, risk management, financial management, ethic, role and responsibility of stakeholders. It covers areas in finance such as cost of capital, firm's value, investment decisions, hedging techniques, financial strategy formulation. In addition, students are required to apply the knowledge of both the conceptual and practical aspects.

**COURSE OBJECTIVES:**

This course will equip students with the requisite knowledge, techniques and skills to exercise professional judgment in recommending or taking decisions relating to the financial management of a business.

**COURSE OUTCOMES:**

On completion of the paper, students are expected to:

- Understand various forms of market imperfections and their implications for financial managers.
- Be able to generate a valuation range for a project or a company with multiples and discounted cash flow valuation approaches.
- Understand how to evaluate a cross-border project.
- Understand how to apply option theory to solve corporate finance problems.
- Use Excel to conduct a simple discounted cash flow analysis, regression analysis and sensitivity analysis

## **COURSE SYLLABUS:**

1. Finance Concept
2. Corporate Financial Statements
3. Working Capital Management
4. Management of Receivables
5. Capitalization
6. Ratio Analysis
7. Capital Budgeting
8. Special Aspects of Financial Management
9. Dividend Policy
10. Finance for Inventory
11. Advanced Sources of Finance

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MHR 301

**Subject Name:** Training and Development

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course will emphasize the theory of training and development, research to determine needs, types of program, practices as found in an organization.

**COURSE OBJECTIVES:**

To enable the students with regard to conducting a training & development session and education of programme in their knowledge.

**COURSE OUTCOMES:**

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

- Understand the nature of Training & development as found in an organization
  - Evaluate its importance in employee well-being and organization.
  - Develop greater sensitivity and confidence in their capacity to effectively implement T & D
- Tackle the major issues and challenges of T & D.

## **COURSE SYLLABUS:**

### **1. Introduction to Training and Development**

- Meaning and Definition
- Objectives of HRM
- Differences between Human Resources Management and Personnel Management
- Societal Objectives
- Organizational Objectives
- Functional Objectives
- Personal Objectives
- HRM: Functions and Objectives
- Organisation of HRM Department
- HRM Objectives and Functions
- Personal Policies and Principles Policies
- Formulating policies
- Principles
- HEM model
- Evolution of HRM

### **2. Training and Development**

- Nature of Training and Development
- Inputs in Training and Development
- Skills
- Education
- Development
- Ethics
- Attitudinal changes
- Decision Making and Problem Solving
- Gaps in Training
- Importance of Training and Development

### **3. Process of Training**

- The Training Process
- Organizational Objectives and Strategies
- Needs Assessments
- Needs Assessment Methods
- Benefits of Needs Assessment
- Analysis of Needs
- Who should participate in needs assessment?
- Methods used in needs assessment

- The Needs Assessment Analysis
- Organisational Analysis
- Company's Strategic Direction
- Person Analysis
- Cognitive Ability
- Reading Ability
- Self Efficiency
- Awareness of Training Needs, Career Interests and Goals
- Input
- Output
- Consequences
- Feedback
- Determining if Training is the Best Solution
- Task Analysis
- Steps in Task Analysis

#### **4. Training and Development**

- What is Training?
- Training and Development Objectives
- Designing Training and Development Programme
- Who are the Trainees?
- Who are the Trainers?
- Designing Effective Training
- The Forces Influencing Working and Learning
- The Needs for Leadership
- Increased Value Placed on knowledge
- Methods and Techniques of Learning?
- Audio visuals
- On the Job Training (OJT)
- Programmed Instruction
- Computer Assisted Instruction (CAI)
- Simulation
- Role Playing
- Vestibule Training
- Sensitivity Training
- What should be the Level of Learning?
  - Learning Principles
  - Conduct of training
  - Implementation of the Training Programme
  - Evaluation of the Programme
  - Need for Evaluation
  - Principles of Evaluation
  - Criteria for Evaluation

- Techniques of Evaluation
- Training for international assignments
- In Brief

## 5. Training Strategies

- Impact of Change
- Training Strategies
- Clarification of Technical Terms
- Training Strategy
- Training Method
- Training Technique
- System of Organization
- Mediating Device (Aids)
- Selecting Appropriate Training Strategy
- Compatibility
- Variation of Methods
- Basic Training Methods
- Lecture method
- The Audience
- Good Practices
- Discussion Method
- Advance Preparation
- Role of the Trainer
- Introduction
- Rules and Techniques in Discussion Method
- Techniques
  - 30 Second Rule
  - Technique
  - Butler Rule
  - Technique
  - Interchange of Plenary Meeting, Small Group, Smallest Group
  - Technique
- Questions and their uses in Discussion Leading
- Brain- Storming as Variation of Discussion Method
- Basic Rules
- Strategy of Training and Development Significance
- Training and Development
- Objectives
- In simple words, Training
- Need for Systematic Approach
- Training as a Strategic Tool
- Training Strategy
  - Strategic Training System (STS)
  - Methods to Improve Decision Making Skills

- Management Games
- Methods to improve the Inter-Personal Skills
- Role Playing
- Transaction Analysis
- Methods to Improve
- The Johari Window
- Conceptual Model
- Training in Organisations
- Demonstration is a Powerful Aspect
- Show Case Customer Quality
- Effectiveness
- Involve Top Managers
- Need for Training
- Training Policy
- Area of Training
- Methods
- Evaluation

## **6. Training Methods**

- Introduction
- Presentation Methods
- Lecture
- Variations of the Lecture Method
- Audiovisual Techniques
- Hands on Methods
- On the Job Training (OJT)

## **7. Use of Technology in Training & E-Learning**

- Introduction
- Technology's Influence on Training and learning

## **8. Training & Trainers**

- Snapshot of Training Practices
- Training Facts and Figures
- Training Investment Leaders
- Competencies and Positions of Training Professionals

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MM 301

**Subject Name:** Sales Promotion and Administration

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course covers the elements of advertising and sales promotion in the business environment. The role of advertising and sales promotion in the economy is considered. The course includes a general survey of the kinds and purposes of the media, the psychological implications of typical appeals, and limited practice in promotional programming. The process of planning, creating, implementing, and evaluating an integrated marketing communications plan is explored.

**COURSE OBJECTIVES:**

- To appreciate the enormous and powerful influence advertising and sales promotion hold in the marketplace and society.
- To comprehend the necessity of starting with a clear idea of the firm's marketing objectives before advertising and sales promotion strategy is developed.
- To assist the student in understanding that sales promotion results will depend upon a combination of research, creativity, and timing.

**COURSE OUTCOMES:**

Upon completion of this course, the student will be able to:

- Categorize advertisements as to type and effectiveness
- Explain how advertisement is used as a strategic tool to achieve marketing objectives.
- Recognize how an understanding of advertising strategies can lead to business success.
- Critically evaluate an advertising campaign.
- Create ads for specific products/institutions targeted to specific markets.



- Critical evaluate a sales Promotion package.

## **COURSE SYLLABUS:**

### **1. Recent Trends in Sales**

- Concept
- Media
- Public Relation
- Sales Promotion
- Consumer Promotion
- Trade Promotion

### **2. Sales Management**

- Concept
- Development of Sales Department
- Objectives of Sales Management
- Co-ordination role of Sales Management
- Controlling role of Sales Management
- Sales Control – Informal & Formal
- Types of Sales Organization
- Promotion Management

### **3. Sales Personnel Management**

- Training Sales Force – Contents
- Methods of Sales Training
- Evaluation of Training Programme
- Compensating & Motivating Plans
- Standard of Performance
- Controlling Sales force

### **4. Sales Territory & Quota Management**

- Managing the territories
- Types of Sales Quota
- Sales meetings & contest – Objective, Planning

### **5. Marketing of Events**

- Need
- Market Mix
- Role

**6. Introduction to Export & International Promotion**

- Categories of Export
- General provisions for exports
- Export promotion council / boards

**7. Export Promotion**

- Organizational set up
- Assistance facilities
- Special economic zones
- Foreign trade policy related to SEZ
- Export houses
- GATT, WTO

**8. Internet as Promotional Tool**

- Internet as media
- Portals
- Credit card transactions
- Types of Website
- Search engine - mobile, Internet

**9. Legal Aspect of Marketing**

- Indian Contract Act, 1872
- Sales of Goods Act, 1930
- Negotiable Instrument Act, 1881
- Sales Tax

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MFM 302

**Subject Name:** Risk Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

In this course we explore the subject of financial risk management. The processes of risk identification, risk measurement and risk management are explored. The course then goes on to examine reputational risk and operational risk.

**COURSE OBJECTIVES:**

- To provide an understanding and an appreciation of the principles and practices of risk management in order to enable production of the optimum strategy for the handling of risk in an organisation.

**COURSE OUTCOMES:**

After studying this course, you should be able to:

- Demonstrate knowledge of the range of financial and financial related risks facing organizations.
- Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation)
- Understand reputational risk
- Understand operational risk and how to manage it.

## **COURSE SYLLABUS:**

### **Chapter I: Risks - Types and Classes**

Concept of Risk  
Definition of Risk  
Uncertainty  
Types of Uncertainty  
Types of risk  
Classes of Risk  
Categories of Risk  
Insurance and Risk  
Questions

### **Chapter II: Risk Engineering**

Risk Perception  
Biases Regarding Risk  
Risk taker Vs risk Averter  
Risk Engineering  
Risk Analysis  
Risk Estimation  
**Risk Evaluation**  
Risk Management  
Risk Control  
Risk monitoring  
**Risk Analysis & risk management: What They Are Not !**  
Benefits of Risk analysis Risk Management

### **Chapter III: Risk Management**

Methodology of Risk Management  
Insurance Cover  
Ten Steps of Making risk management work  
Ten attributes of a World-Class Risk Management Culture  
Enterprise Risk Management  
Integrated risk management  
Risk management in Banking

### **Chapter IV: Foreign Exchange Exposure and management**

Management of Economic Exposure  
Operating Exposure  
Managing Operative Exposure  
Management of Transaction Exposure  
Management of Transaction Exposure  
Questions

## **Chapter V . Hedging Transactions**

Financial contract and operational technique

Quantifying Risk

Price Variation and Pricing in foreign Centre

Operational hedging Vs Financial hedging

Hedging : transaction exposure

Financial Contracts

Cross Hedging Minor Currency Exposure

External Techniques

A Forward Rate Agreement (FRA)

Heading Using Futures

Heading with Currency Futures

Heading with Interest Rate Futures

Heading with Currency Options

Questions

## **Chapter VI: Other Derivative securities**

Financial Engineering

Definitions

Role of Financial Engineers

Some Characteristics of Financial Engineering

Tools of Financial Engineers

Innovative Instrumental Financial Production

Deserving new instruments for hedging

Use of foreign exchange risk management Products

Questions

## **Chapter VII : Insurance as Risk cover Insurance as an instrument**

General Management - Risk Management and Insurance

Management

The Economics of Insurance

Characteristics of Insurable Risk

Ocean Marine Insurance

Insurance Derivatives

The Catastrophe Risk Exchange (CATEX)

Catastrophe Options and Futures

Catastrophe Bonds

Export Credit Guarantee Corporation: (ECGC)

Political Risk Covered

Questions

## **Tilak Maharashtra Vidyapeeth, Pune**

### **Syllabus - MBA – Semester III**

**Subject Code:** MHR 302

**Subject Name:** Performance Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

### **INTRODUCTION:**

Students will therefore obtain a basic understanding about the critical aspects, when developing a performance management & measurement system. Of all the human resource management functions, performance management has a special place since it is a strong determinant of organizational excellence. Organizations of contemporary era have realized that human resource needs to be continuously excited and provided with opportunities for gratification of motivational needs in order to sustain business growth. Performance management as a concept and practice has substantive potential to fulfill business demands of an organization by integrating its growth with motivational needs of human resource.

### **COURSE OBJECTIVES:**

- The purpose of this course is to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.
- To understand performance management process and techniques.
- To understand the basic concepts of 'Performance Management' and as a tool to measure performance of employees in the workplace.
- To identify the fundamental concepts of Performance management in Case analysis
- To acquire knowledge in measuring performance and managing in organizations

### **COURSE OUTCOMES:**

On completion of the course

1. Student will be able to understand the basic aspects of Performance Management
2. Student will be exposed to key tools of Performance Management which helps in practice

## **COURSE SYLLABUS:**

### **1. Introduction to Performance Management**

- What is Performance? Dimensions of Performance Management
- Results and Output
- Input Dimension
- Time Dimension
- Focus Dimension
- Input Output Relationships
- Who Manages Performance?
- Role of Appraisals in Performance Management

### **2. Performance Appraised**

- Ethics & Concepts
- Definition
- Ethics
- Concepts of Performance Appraisal

### **3. Planning Performance for Role Clarity**

- Accountability and Effectiveness
- Why performance needs to be planned?
- What is performance planning?
- Whose Performance is to be planned?
- Planning Individual performance through performance appraisal
- Key Performance Appraisals (KPA)
- KPAs as Mechanisms of Role Clarity and Development
- Performance Targets : Adding Objectivity
- Increasing Self Awareness and Understanding: Self Appraisal
- Self Appraisal for Managerial Effectiveness

### **4. Performance Analysis**

- Objectives
- Using performance analysis for counseling and
- Identification of development needs

### **5. Improving Quality of Performance Ratings**

- Attempting to attain perfect objectivity in ratings is a futile exercise
- The need for performance ratings
- Subjectivity and errors in ratings

- Reducing Rater Biases
- Performance ratings for development VS
- Administrative decisions
- Performance Review Discussion
- Objectives of PRD
- What constitutes PRD?
- Communication
- Asking Questions and Responding
- Feedback
- Influencing
- Increasing Autonomy of the Person
- Positive Reinforcement
- Identification
- Helping
- Concern and Empathy
- Mutuality of Relationship
- Identifying Development needs

## **6. Using Performance Management Systems**

- **Data for HR Decisions and Performance Improvement**
  - Development Decisions
  - Identification of Training Needs
  - Administrative Decisions
  - Performance Rewards
  - Salary Increase
  - Annual Performance Awards
  - Outstanding Performance Awards
  - Promotions
  - Change of Responsibilities and Status
  - Sponsorship to conferences, Tours and Visits to other countries
  - Advanced Training and Development Opportunities
  - Transfers
  - Placement Decisions
  - Appreciation Letters and Certificates
  - Announcement in Newsletters, Journals, etc.

## **7. Performance Management Systems and Appraisal Practices in India : The 1990s Scenario**

- General Trends
  - Future of Performance Appraisals
- Making Performance Management Systems and Appraisals work**
- Top Management Response to New Appraisal Systems



- Managerial Response to New Appraisal Systems
- Personnel / HRD Department's Response to New Appraisal Systems
- Strategic Considerations in Introducing New Appraisal Systems

## **8. Monitoring Performance Planning Analysis and Development Systems**

- Component Monitoring
- Comprehensive Reviews and Renewal

## **9. Performance Appraisal and Job Evaluation**

- Definition
- Objectives
- Appraisal Process
- Objectives of Appraisal
- Establish Job Expectations
- Design the Appraisal Programme
- Formal versus Informal appraisal
- Whose performance should be rated
- Raters
- Problems
- Solving rater's problems
- What should be rated?
- Timing of evaluation
- Methods of appraisal
- Organizational Strategy and Performance Appraisal
- Job-Evaluation (JE)
- Non-Analytical Methods
- Analytical Methods
- Wage Survey

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MM 302

**Subject Name:** Distribution Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

In globalization, due to increased competition, rapid transformation in communication & information technology and need for higher level of customer orientation have made sales and distribution management extremely important.

**COURSE OBJECTIVES:**

- The purpose of this course is to acquaint the students with the concepts which are helpful in developing and managing sales force and marketing channels so as to gain competitive advantage.
- The course is designed to familiarize students with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.

**COURSE OUTCOMES:**

The student after completion of this course will be able to:-

- Recognize and demonstrate the significant responsibilities of sales person as a KEY individual.
- Describe and Formulate strategies to effectively manage company's sales operations. Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.
- Illustrate the fundamentals of Distribution channels, Logistics and Supply Chain Management

## **COURSE SYLLABUS:**

### **1. Marketing Channels**

- Structure, Functions and Significance of Channels
- Role of Channels
- Designing the Channel System

### **2. Logistics and Operations**

- Importance of Logistics
- Warehousing & Inventories
- Transportation

### **3. The Wholesaler**

- Role and Significance
- Characteristics, Functions
- Types of Wholesalers
- A Note on E-business Models of Wholesaling

### **4. Retailing**

- Nature and Importance
- Characteristics
- Importance
- Functions
- Need of Retailer
- Types of Retailers
- Retail Merchandising
- Retail Decisions: Location and Size

### **5 Retail Promotion**

- Advertising
- Sales Promotion
- POP Promotion
- Shelf Management
- On line retailing
- Features
- Present retail scenario in India
- Challenges in Indian Retailing

## **6 Franchising**

- Concept of Franchising
- Definition – Franchiser, Franchisee
- Types of Franchising
- Method of Franchising
- Benefit Franchisers & Franchisee
- Constraint on Franchisee
- Franchisee Franchiser Relationship
- Franchising in India

## **7. Managing Marketing Channels**

- Channel Policies
- Choice of Channel
- Types of Conflicts
- Organizational pattern in the channel
- Organizational Pattern in the Channel
- Manufacturer Based Channels
- Retailer Based Channels
- Identifying Channel Conflict
- Causes of Channel Conflict
- Techniques to Handle Channel Conflict
- Manufacturer Based Channels
- Retailer Based Channels

## **8. Multilevel Marketing**

- Concept of MLM
- Process of MLM
- Benefits of MLM
- Drawbacks of MLM

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MFM 303

**Subject Name:** International Financial Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course is directed at students interested in international markets and operations, foreign exchange, multinational corporations and their activities, and concepts of international business. The course provides an analysis of modern theory and practice in international financial management.

**COURSE OBJECTIVES:**

- Identify and interpret relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade initiatives.
- To familiarize the structure, direction and growth of international finance
- To understand the fundamentals of foreign exchange markets, currency exposures and their functioning.
- To understand and acquire the skills required for international financing decision making
- To evaluate international projects and their capital budgeting techniques.

**COURSE OUTCOMES:**

After completing this course the student

1. Would be able to understand Foreign Exchange Markets and their Risk
2. Would be able to evaluate International Projects

## **COURSE SYLLABUS:**

1. Scope of International Finance
2. Balance of Payment and Exchange Rate Determination
3. Foreign Exchange Market
4. Currency Futures and Options
5. Exchange Rate Determination
6. Foreign Exchange Risk Management
7. Multinational Working Capital
8. Foreign Trade Financing
9. Foreign Investment Analysis

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MHR 303

**Subject Name:** Labor Laws and Industrial Relation

**Core/Complimentary:** Core

**Credits:** 04

**INTRODUCTION:**

The major causes for industrial relationship conflicts are terms of employment (Wages, Dearness Allowance, Bonus and fringe benefits), working conditions (Working Hours, Health, Welfare), non employment (Lay off, Lock out, Retrenchment and Dismissal), personal issues (Discipline, and Promotion), and recognition of Trade Unions. The means adopted by the parties to achieve their objectives vary from simple negotiation to economic warfare which may sometimes adversely affect the community interest. When the community interest is affected, the State cannot remain a silent and helpless spectator therefore intervenes in different ways to resolve the conflict within the frame work of law.

**COURSE OBJECTIVES:**

- To understand the basic concepts like Industrial Relations, Trade Union, Employer's Organizations Industrial Dispute Code of Discipline, Code of Conduct, and harmonious relations.
- To understand the key actors and their role in IR
- To understand the causes for grievance and managing grievance
- To understand the impact of technology and globalization on IR, recent trends in IR

**COURSE OUTCOMES:**

On completing this course the student

1. Would be able to understand the basic aspects of the laws relating to Trade Unions, Standing Orders and Industrial Disputes.
2. Would be able to interpret and apply these laws.

## **COURSE SYLLABUS:**

### **1. Industrial Dispute Act**

- Object
- Definitions- Wages
- App. Govt.
- Industry
- Strike and lockout
- Lay off
- Retrenchment
- Industrial Dispute

### **2. Trade Union Act**

- Object
- Definitions
- Trade dispute
- Trade Union
- Office bearers
- Registration of Trade union
- Cancellation of trade union
- Immunity, rights, disqualification of trade unions

### **3. MRTU and PULP Act**

- Industrial court
- Labour court
- Unfair labour practice

### **4. Payment of Bonus Act**

- Object
- Eligibility of bonus
- Disqualification of bonus
- Minimum and maximum bonus
- Recovery of bonus

### **5. Payment of gratuity Act**

- Object
- Payment of gratuity
- Nomination of gratuity



## **6. Bombay shop establishment Act**

- Definitions of shop
- Establishment
- Employment of young children
- Opening & closing hours
- Interval
- Spread over holiday
- Children
- Young person
- Women provision

## **7. Employees state insurance Act**

- Definitions- Dependent, Contribution, Corporation
- ESI corporation
- All Benefits

## **8. Factories Act**

- Definitions
- Occupier Adult, Young person, Child, Hazardous Process, Manufacturing Process
- Inspector
- Certifying surgeons
- Provisions of health
- Provisions of safety
- Provisions of welfare

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MM 303

**Subject Name:** Salesmanship and Advertising

**Core/Complimentary:** Core

**Credits:** 04

**INTRODUCTION:**

This subject is to create awareness among the students and equip them with the necessary skills for employment in the middle level cadre.

**COURSE OBJECTIVES:**

- To orient students in Marketing Management.
- To encourage entrepreneurial skills.
- To meet the demand of the various industrial sectors.

**COURSE OUTCOMES:**

On completion of this course the student will be able:

1. To Understand different types of advertising
2. To Understand the activities in advertising agencies
3. To know selling and salesmanship 4 1 To Understand the rewards for salesman

## **COURSE SYLLABUS:**

### **1. MARKETING AND THE SELLING EFFORT**

The Nature of Marketing  
Elements of the Marketing Mix  
The Selling Efforts  
Selling Under the Marketing Concept  
Interdependence of Salesmanship and Advertising  
Origin and Development of Salesmanship  
Ancient Origin  
Origin of Markets  
Origins of the Traveling Salesman  
Emergence of Shops  
The Influence of Guilds  
The Commercial Adventurer  
Emergence of Honesty in Selling  
The Dropping of "Buyer Beware" Philosophy  
Consumerism  
What is Salesmanship  
Salesmanship Defined  
Is Salesmanship a Science, an Art or a Profession?  
Psychology in Selling  
The Sales Takes Place in the Mind of the Customer  
Selling is a Buying Process  
Creative Salesmanship  
How to Sell Creatively  
Competitive Salesmanship  
Soiling and Distributing  
The Customer is Always Right

### **2. DISTRIBUTION-IMPORTANCE AND METHODS**

Importance of Distribution  
Selection of Appropriate Channel  
Channels of Distribution  
Chart Showing Channels of Distribution  
Selling Through the Wholesaler  
How Wholesalers Help Manufacturers  
How Wholesaler Help Retailers  
Is the Wholesaler Necessary?  
Granting Sole Agencies  
Selling Through Retailers  
(A) The Department Stores  
(B) Small Retail Outlets  
Selling Direct to the Consumer  
Multiple or Chain Shops  
Direct Mail Selling and Mail Order Business

Direct Marketing  
Creating and Maintaining Demand  
Place of Salesmanship in Modern Distribution  
Place of Advertising in Modern Distribution

### **3. SALES ORGANIZATION**

Marketing and Sales Management  
Selling Through One's Own Organisation and Through Agents  
Organization of a Sales Department  
Telephone in the Sales Office  
Sales Routine  
Dealing with Incoming Mail  
Handling Customer's and Travellers' Orders  
Packing and Shipping  
Control of Sales Operations  
Accounts Department  
Collection and Credit Department  
Installment Selling  
Legal Aspects of Sales  
Contract of Sale  
Sale by Description or by Sample

### **4. DUTIES OF THE SALES MANAGER AND CONTROL OF SALESMEN**

Sales Management Functions  
Selling vs. Managing  
Duties of the Sales Manager  
Essentials of Sales Supervision  
Methods for Control of Salesman  
Personal Supervision  
Correspondence  
Salesmen's Report and Their Uses  
Types of Report forms  
Competition  
Avoiding Salesmen's Obsolescence  
Management of the Salesmen's Time

### **5. SELECTION OF SALESMEN**

The Number of Salesmen Required  
The Qualities Necessary for Good Salesmanship  
Manpower Planning  
The Selection Procedure  
Job Analysis Job Description and Man Specification  
Sources of Recruitment of Salesman  
The Questionnaire or Application Blank  
Personal Interview

The Skilled Interview  
Psychological and Personality Tests  
Checking References  
Medical Examination  
The Final Decision

## **6. Advertising – its purpose and functions**

Definition

Attributes of advertising

Role and function of Advertising

## **7. Economic and Social Implications of Advertising**

Economic Aspects

Advertising in a competitive Society, Effects of Advertising on  
Production costs.

Effects of Advertisement on Distribution costs

Effect of Advertising on consumer prices

Limiting competitive Advertising Expenditure

Advertising and creation of Monopolies

Is Advertising Productive?

Social Aspects of Advertising

Advertising & Cultural values

Advertising & standard of living

Ethical issues in Advertising

Self Regulation Laws

Is advertising Too Much Persuasive?

Consumer Protection and Advertising

## **8. Advertising Process**

Triangle of communication

The communication Process

Process of Marketing Communication

Speed of Response

Audience Perception

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MFM 304

**Subject Name:** Strategic Financial Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This subject examines the principle of adding value for shareholders through the selective restructuring of assets, liabilities and capital in the corporate organization. The subject uses a case study method of instruction to expose students to actual financial decision making situations. In this way students draw on knowledge gained in previous subjects to analyze problems and strategic issues faced by the financial manager in the contemporary business environment.

**COURSE OBJECTIVES:**

- To analyze financial data and provide a decision on a course of action that is in the best interest of firm shareholders;
- To evaluate real world issues and problems faced by the financial manager

**COURSE OUTCOMES:**

Upon successful completion of this subject, students should: be able to explain how financial management relates to general corporate policy;

- Be able to evaluate real world issues and problems faced by the financial manager, by being able to select appropriate financial techniques;
- Be able to analyze and account for risk in the decision making process.

## **COURSE SYLLABUS:**

### **1. Introduction**

- Meaning
- Scope
- Objectives
- Strategy and Strategist Model
- Investigation of growth or profit leakage

### **2. Conceptual Framework**

- ROI as basic platform for SFM
- Various tools of Strategic Financial Management (Monetary and real)

### **3. Strategic Wage Management**

- Meaning, Practical utility, Reasons
- Features of Model remuneration policy
- Concept and practical meaning of productivity
- Collective wage negotiation, framing the retirement benefit scheme, framing of practically beneficial VRS scheme, wage cost parameters and performance indexes (Macro level wage parameters)
- Human Resource valuation and accounting

### **4. Financial aspects of Supply chain Management**

- Meaning
- Strategic vendor management
- Supply cost management
- Purchase dept. as profit center
- Inventory cost analysis
- Product pricing strategy
- Marketing strategies and Marketing cost benefit analysis

- Intangible marketing cost and their cost benefit analysis
- 5. Organization Profitability analysis**
- Aspects of cost accounting
  - Total costing and Marginal costing
  - Cost volume profit analysis based on product division and project division
  - Comments on key performance ratios



## **6. Corporate Restructuring & Finance**

- Categories of the symptoms leading to restructuring
- Drawing of restructure plan
- Assessment of Financial implications of the various restructure plans
- Business Downsizing, Diversification of organization
- Amalgamations Mergers and acquisitions
- Restructuring of sick unit

## **7. Valuation**

- Valuation of a business unit
- Value in liquidation and as a going concern
- Intrinsic valuation
- Brand valuation
- Brand life cycle and the phase wise valuations

## **8. Financial Engineering**

- Meaning, EVA, ABC, OBC
- Financial and operating leverages, ROI
- Sources of finance and the evaluation
- Investment decision in the organization and its assessment
- Achieving the shareholders satisfaction

## **9. Financial Ethics**

- Business ethics as related to Financial Management
- Ethical financial combination
- Ethical financial evaluation, Ethical Financial Management
- Ratios for various levels of management
- Accounting disclosure practices for ethical Financial Management

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MHR 304

**Subject Name:** Strategic Human Resource Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

It has become a cliché that employees are among the firms most valued assets. Though this statement is often not seen in organizational practice, studies show that human resources remain among the firm's most vital and difficult to manage. This course helps to develop a frame work for the practice of SHRM, exploring how managers human resource practices that support the strategic objectives of their firms

**COURSE OBJECTIVES:**

- To know, how the management of organization's human resources does contributes to the sustained effectiveness of the organization.
- To discuss the impact of various approached to managing human resources, and explore how it can act as source of sustained competitive advantage.

**COURSE OUTCOMES:**

On completion of this course

1. Student will be able to understand the relationship of HR strategy with overall corporate strategy
2. At the end student can understand the strategic role of specific HR systems.

## **COURSE SYLLABUS:**

### **1. Organizational Structure**

- Introduction
- Organization Charts and Dimensions
- Structure in Classic Organization Theory
- Organizational Differentiation
- Causes of Differentiation
- Differentiation and Co-ordination
- Centralization and Decentralization
- Organization Size
- Assessing Organization Size
- Technology
- The Functional Organization
- The Product Organization
- Spatial Organization
- The Matrix Organization
- Committee Structures
- Venture Capital Companies
- The Flexible Form
- Network Organizations
- Evolution of Structure
- Some effects of Organizational Structure on Employees
- Effects of Scientific Management
- Effects of Bureaucracy
- Effects of Flexible Structures
- Effects of Formal and Informal Organization
- Effects of Flatter Organization Structures

### **2. Organization Culture**

- Introduction
- Organizational Culture : Manifestations
- Assumptions and Attitudes , Attitudes and Logic
- Components of Culture
- Risk and Feedback as Cultural Influences
- Cultures and Structures :Role Culture, Task Culture ,Person Culture
- The Mechanistic and Organic Structure and Culture
- Measuring Culture and Climate Through the Participants Likerts System 4 Profiling Method
- Competing Values Culture Model , Dangers in the Covert Culture
- Organizational Personality

- National Culture and Organizational Culture
- Type Z Organization

### **3. Role, Responsibility And. Competence of Managers**

- Introduction
- What is Leadership?
- Leadership Power
- Type I Leadership and Type II Leadership
- Major Leadership Theories
- Trait Theory
- Need for Achievement
- Problems of the trait approach
- Contingency Theories of Leadership
- Contingency Theories Involving Manager's Personality
- Contemporary Models Using Trait Theory
- Culture of Organizational Conflict
- Sex Differences in Leadership

### **4. Managing People-Groups And Teams**

- Introduction
- Individuals V Teams
- Theories of Groups and Teams
- Group size, cohesion and norms
- Group norms
- Studying groups
- Group development
- Group Processes
- Groupthink
- Guarding against group think
- Group Processes
- Personal Characteristics
- Planned Team Building
- Applying Group and Team Theory to New Organizations
- Leadership Competencies and Self-Regulating Groups-Current Challenges

### **5. Organizational Development**

- Introduction
- Origins of Organizational Development
- Group Dynamics
- Grid Management

- Organizational Surveys and Feedback
- Early Organizational Development in the UK
- Socio-Technical Systems Theory and Job Redesign
- The New Paradigm
- Changing Organizational Culture
- Organizational Development Techniques
- Quality Circles (QCs) and Total Quality Management (TQM)
- Replacement of QCs by TQM
- TQM in a failing company
- Trends in Organizational Development
- Morale enhancing ways of Innovating Personal qualities and innovation
- The Learning Organization
- Organizational Development and Employee Relations
- Organizational Development Consultancy Skills in Purposeful Consulting
- Ethics in Organizational Development

## **6. Assessing Work Performance**

- Objectives
- Introduction
- Objectives of Performance Measurement
- Assessment Methods
- Trait-Rating Appraisal
- The Counseling Interview
- Subjective Elements of Assessment
- Objective Assessment
- Performance and Pay

## **7. Commitment**

- Objectives
- Introduction
- Commitment and Corporate Culture
- Psychology of Commitment
- Commitment and Trust
- Justifying Commitment
- Mutual Commitment?
- Commitment Strategies
- Competing Commitments
- Summary

## **8. Employee Relations**

- Objectives
- Collective Bargaining
- Trade Union Influence
- Conflict.
- Positive
- Negative
- Negotiation and Bargaining
- Summary

## **9. The Concept of Strategy**

- Mintzberg and Emerging Strategy
- Johnson and Scholes : Strategy as Continual Process
- Whittington Strategy and Change
- Whittington's (1993) Generic Model of Strategy
- Beyond 'Strategy' (Hamel, 1994)

## **10. Strategy And Human Resource Management**

- The rise of Human Resource Management (HRM)
- The issue of Strategic Human Resource Management (SHRM)
- Work of Kari Freidrick Ackermann
- The Organizational Outcomes
- The Contingency Schol
- The Human Resource Cycle

## **11. Commitment And Flexibility**

- What is Commitment?
- Causes of Commitment
- Policy Characteristics of the 'control-based' and 'commitment-based HRM systems  
The Concept of the Psychological Contract

## **12. Career Management**

## **13. Integration of HR Systems as Strategy**

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MM 304

**Subject Name:** Rural Marketing

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

Rural Marketing has emerged as an important internal sub-division within marketing discipline particularly in the context of a large rural economy like India. In India the rural economy contributes nearly half of the country's GDP and the size of the rural market is growing in a steady phase and companies are redesigning some of their products to match rural consumers' affordability. An insight into a more holistic perspective of rural marketing which includes rural marketing environment, buying behavior, STP approach and Pricing would be beneficial to Management students who wish to move into this emerging area of Marketing.

**COURSE OBJECTIVES:**

- To acquaint the students to an overview of rural markets and its environment
- To learn the characteristics of rural consumers
- To analyze rural markets through marketing mix

**COURSE OUTCOMES:**

On completion the student will be able to :

1. Differentiate the rural market environment from the urban and semi urban markets
2. Understand the factors influencing the rural consumer behavior and their brand loyalty
3. Apply the marketing concepts suitable to the rural markets.

## **COURSE SYLLABUS:**

### **1. Introduction**

- Definition of Rural Marketing
- Organization of the Book

### **2. Rural Market Environment**

- Population
- Occupation Pattern ,Income Generation
- Location of Rural Population
- Expenditure Pattern ,Literacy Level
- Land Distribution
- Land Use Pattern
- Irrigation
- Development Programmes
- Infrastructure Facilities
- Rural Credit Institutions
- Rural Retail Outlets
- Print Media in Rural Areas
- Rural Areas Requirements

### **3. Rural Demand and Rural Market Index**

- Thompson Rural Market Index
- Indicators Considered for Rural Market Index

### **4. Problems in Rural Marketing**

- Underdeveloped People and Underdeveloped Market
- Lack of Proper Physical Communication Facilities
- Media for Rural Communication
- Many Languages and Dialects
- Vastness and Uneven Spread
- Low Per Capita Incomes
- Logistics, Storage, Handling and Transport
- Market Organization and Staff
- Product Positioning
- Hierarchy of Markets
- Low Levels of Literacy
- Seasonal Demand



## **5. Marketing of Agricultural Inputs**

- Consumable Inputs
- Durable Inputs
- Fertilizers
- Product, Price, Promotion
- Distribution
- SWOT Analysis of Fertilizer Market
- Agro-chemicals
- Distribution, Promotion
- SWOT Analysis of Agro-chemicals Market
- Seeds, Cattle, Poultry and Aqua Feeds
- Tractors and Power Tillers
- Irrigation Equipments
- Other Farm Machinery

## **6. Marketing of Consumables and Durables**

- Product
- Price
- Distribution
- Distribution Strategy—Hindustan Lever
- Promotion
- Product Redesign or Modification Needs

## **7. Marketing of Agricultural Produce and Rural and Cottage Industry Products**

- Marketing of Agricultural Produce
- Regulated Markets
- Formation of Cooperative Organizations , Contract Farming
- Agricultural Export Zones (AEZ)
- Marketing of Rural/Cottage, Industry/Artisan Product

## **8. Role of Financial Institutions in Rural Marketing**

- Agricultural Productivity and Need for Credit
- Agricultural Credit Situation, Types of Credit
- Rural Credit Institutions
- National Bank for Agriculture and Rural Development
- Commercial Banks ,State Cooperative Banks (SCBs)
- State Cooperative Agricultural and Rural Development Banks (SCARDBs)
- Regional Rural Banks (RRBs) ,Local Area Banks

- Flow of Institutional Credit to Agriculture
- Kissan Credit Card Scheme Impact on Rural Market

## **9. Role of Cooperative Institutions in Rural Marketing**

- Cooperatives as Organizations
- Structure of Cooperative Organizations
- Types of Cooperative Organizations
- Share of Cooperatives in National Economy
- Impact of Cooperatives on Rural Marketing
- 10 Rural Marketing Strategies
- Rural Market Segmentation
- Product Strategies
- Pricing Strategies
- Distribution Strategies
- Promotion Strategies
- Social Marketing

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MBA 305

**Subject Name:** Entrepreneurship Development & Project Management

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

Entrepreneurship is the practice of starting new organizations or revitalizing mature organizations, particularly new businesses generally in response to identified opportunities. This course uses various startup ventures both Indian and international; ventures which are blossoming and ventures which have folded to evaluate the factors which contributed to success and failure and draw learning's from them which are transferable across industries and geographies.

**COURSE OBJECTIVES:**

- To understand the Entrepreneurship and its role in the society
- To understand the process of Entrepreneurship & preparing business plans
- To gain knowledge about the Entrepreneurship Development Institutions of Government.
- To appreciate the issues of Family Business and Social Entrepreneurship

**COURSE OUTCOMES:**

On completion of this course the student:

1. Would understand the need and significance of Entrepreneurship in the Economy.
2. Would develop Entrepreneurial Competencies
3. Could develop Business Plan with the required contents.
4. Understand contribution of family business and Social Entrepreneurship in the Economy.

## **COURSE SYLLABUS:**

- 1. The Entrepreneurial Development Perspective**
  - Concepts of Entrepreneurship Development
  - Evolution of the concept of Entrepreneur
  - Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
  - Attributes and Characteristics of a successful Entrepreneur
  - Role of Entrepreneur in Indian economy and developing economies with reference to Self Employment Development
  - Entrepreneurial Culture
  
- 2. Creating Entrepreneurial Venture**
  - Business Planning Process
  - Environmental Analysis - Search and Scanning
  - Identifying problems and opportunities
  - Defining Business Idea
  - Basic Government Procedures to be complied with
  
- 3. Project Management**
  - Technical, Financial, Marketing, Personnel and Management Feasibility
  - Estimating and Financing funds requirements - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFC's.
  - Venture Capital Funding,
  
- 4. Entrepreneurship Development and Government**
  - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants
  - Export Oriented Units - Fiscal and Tax concessions available.
  - Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), small Industries Service Institute (SISI) Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship and Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).
  
- 5. Why do Entrepreneurs fail? - The four Entrepreneurial Pitfalls (Peter Drucker)**
  
- 6. Women Entrepreneurs**
  - Reasons for Low/ No Entrepreneurs
  - Role, Problems and Prospects

**Tilak Maharashtra Vidyapeeth, Pune**

## **Syllabus - MBA – Semester III**

**Subject Code:** MBA 306

**Subject Name:** Management Information System

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

### **INTRODUCTION:**

This course in management information systems has been designed keeping in mind the significance which this concept plays in the overall scheme of things in a firm.

### **COURSE OBJECTIVES:**

To enable the students gain insights into the various concepts about information systems and their subsequent management in an organization.

### **COURSE OUTCOMES:**

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

- Acquaint themselves with the idea of management information systems
- Become aware about the relevance of having systems development as a part of the subject.
- Understand how information technology plays a role in an organization.
- Learn the challenges which one faces while dealing with management information system.

## **COURSE SYLLABUS:**

**1. INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS**

- 1.1 Introduction
- 1.2 MIS - Some Definitions
- 1.3 Computers and MIS
- 1.4 Need for MIS.
- 1.5 Purpose of MIS
- 1.6 Objectives of MIS
- 1.7 Objectives of the study of MIS
- 1.8 Conceptual Design Models of MIS
- 1.9 MIS: Its Role in an Organization
- 1.10 Impact of MIS on the organization

**2. INFORMATION TECHNOLOGY**

- 2.1 Introduction
- 2.2 Understanding the Computer
- 2.3 History of Computers
- 2.4 Computer Generations
- 2.5 Classification of Computers
- 2.6 Hardware and Software
- 2.7 A Note on Programming Languages
- 2.8 Packages
- 2.9 Database Management Systems
- 2.10 Desktop Publishing
- 2.11 Computer System Configurations
- 2.12 Data Processing
- 2.13 A Note on Networks
- 2.14 Digital, Text and Image Processing
- 2.15 Information Technology Decisions

**3. DECISION MAKING CONCEPTS**

- 3.1 Introduction
- 3.2 Phases in the Decision-making Process
- 3.3 Types and Systems of Decision Making
- 3.4 Organizational Decision Making
- 3.5 Uncertainty Avoidance
- 3.6 Problem initiated Search
- 3.7 Methods and Tools of Decision Making
- 3.8 Decision Tables
- 3.9 Law of Requisite Variety
- 3.10 Management of Risk

**4. INFORMATION CONCEPTS**

- 4.1 Introduction
- 4.2 Definition of Information
- 4.3 Data and Information
- 4.4 Data Processing.
- 4.5 Types of Information

- 4.6 Sources of Information
- 4.7 A Question of Quality
- 4.8 Ensuring the Effectiveness of Information
- 4.9 Information Modeling
- 4.10 The Human Being as an Information Processor
- 4.11 Relevance of Information in MIS

**5. SYSTEM CONCEPTS**

- 5.1 Introduction
- 5.2 System - Some Definitions
- 5.3 Open and Closed Systems
- 5.4 Deterministic and Probabilistic Systems
- 5.5 Physical and Abstract Systems
- 5.6 Natural and Man-made Systems
- 5.7 Negative Feedback and Entropy
- 5.8 Feedback Control Loop
- 5.9 Relevance of Systems Theory to MIS
- 5.10 Integration of Organization Systems and Information Systems

**6. ORGANISATIONS AND ORGANISATIONAL BEHAVIOUR**

- 6.1 Introduction
- 6.2 Organizational Structure
- 6.3 Types of Organizations
- 6.4 Decision Making in an Organization
- 6.5 Information Flow in an Organization
- 6.6 Organizational Behavior
- 6.7 A Note on Management Style
- 6.8 Impact on MIS

**7. ASSESSING INFORMATION NEEDS OF THE ORGANISATION**

- 7.1 Introduction
- 7.2 Purpose of analyzing Information Needs
- 7.3 Methods and tools of assessing Information needs
- 7.4 Determining Information Requirements
- 7.5 Information Needs - Relation to Organization's Goals
- 7.6 Breakup of Information Needs according to Decisions
- 7.7 Relation between Information Needs and Type of Decision
- 7.8 Information Models and their Integration with Data Processing

**8. MIS DESIGN, DEVELOPMENT AND IMPLEMENTATION**

- 8.1 Introduction
- 8.2 Prototyping and CASE Tools
- 8.3 MIS Structure
- 8.4 Hardware & Software
- 8.5 Data Processing and Information Processing Systems
- 8.6 Systems Analysis and Design

- 9. MIS DESIGN II**
  - 9.1 MIS Plan and its Implementation
  - 9.2 MIS Design Criteria
  - 9.3 Implementation of MIS
  - 9.4 Reviews and Evaluation of MIS
  - 9.5 Introduction to RDBMS
  - 9.6 Objectives of DBMS
  - 9.7 Introduction to DSS
- 10. APPLICATIONS OF MIS**
  - 10.1 Introduction
  - 10.2 Application of MIS in Manufacturing
  - 10.3 Application of MIS in the Service Industry
  - 10.4 MIS Applications in Hotels
  - 10.5 MIS in Hospitals
  - 10.6 Conclusion



**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MBA 308 A

**Subject Name:** Advance Business English

**Core/Complimentary:** Elective

**Credits:** 02

**No of Hours:** 2 hours per week

**INTRODUCTION:**

The course focuses on communication activities in functional and situational contexts. It encourages students to speak with fluency and accuracy.

**COURSE OBJECTIVE:**

To enable students to develop the four skills of reading, writing, listening and speaking. The classes will be theme based to provide practice in a meaningful context.

**COURSE OUTCOMES:**

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

- Understand and communicate with English speakers from different parts of the English speaking world.
- Discuss and plan holidays in English and tell jokes and stories.
- Understand the basic tenets of reading and writing effective English
- Discuss elements of popular culture such as TV, radio and music.

## **COURSE SYLLABUS:**

### **1 Essentials of Business English**

Introduction to Business English, Types of Communication, Channels of Communication, Directions of Communication

### **2 Cultural Components of Communication**

Conventions, Perceptions, and Values, Cultural variables, gender sensitivity

### **3 Routine Business Correspondences**

Interactive and Non-Interactive Correspondence, Internal Business correspondence, External Business Correspondence.

### **4 E-Correspondence & Writing Skills**

Principles of Communication and E-Correspondence, The Internet, E-Commerce, telecom technology, other communication technology

**Writing Skills:** Writing short proposals & Reports, Outline and organization of Long Report

### **5 Oral Business Communications**

Telephone usage, Interviews, meetings, Negotiations, Oral Presentations

## **RECOMMENDED READINGS:**

- 1) "*Business English*" by Shormishta Panja, Department of English, University of Delhi, Pearson Education.
- 2) "*Communicative English for Engineers & Professionals*", by Nitin Bhatnagar, Markandeshwar University, Pearson Education

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester III**

**Subject Code:** MBA 308 B

**Subject Name:** Japanese-III

**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 –**

- Lesson Number 01-04 from Nihongo shou
- Choukai
- Reading
- Activities related to Japanese language like Shoudou
- Katakana Script

### **BOOKS RECOMMENDED:**

**Book Referred –** Nihongoshouho

## **Tilak Maharashtra Vidyapeeth, Pune Syllabus - MBA – Semester IV**

**Subject Code:** MFM 401

**Subject Name:** Security Analysis and Portfolio Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

### **INTRODUCTION:**

Since the financial deregulations in 1991, Indian economy has grown significantly and businesses have learnt and tapped the other sources of capital, than just bank loans. These days, organizations

have a separate wing that deals with treasuries and capital to help hedge their risk exposure, be it from foreign exchange or interest rate fluctuations. Understanding the basic tools required to perform valuations of stocks, assessing risk by using fundamental and technical analysis, can assist one to manage a firm's financials more efficiently.

### **COURSE OBJECTIVES:**

- To understand the basic concepts of Security Analysis, by calculating returns and risk
- To understand the basic concepts of Fundamental Analysis and Technical Analysis

### **COURSE OUTCOMES:**

- To understand the basic concepts of Portfolio Analysis and the concepts of Mutual Fund portfolio management.
- To understand and implement the basic concepts of security analysis.
- To implement the fundamental analysis and technical analysis.

### **COURSE SYLLABUS:**

1. Object of Financial Investment
2. Market Securities
3. Market Indexes
4. Security Return and Valuation
5. Economic, Industry, Company & Technical Analysis
6. Portfolio Analysis : Risk & Return
7. Portfolio Selection Utility Theory & Indifference Curves
8. Capital Asset Pricing Model
9. Financial Derivatives : Option, Futures & Swaps



**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MHR 401

**Subject Name:** Leadership & Decision Making Skills

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course will focus on individual, team, and organizational leadership and will provide learners with the foundation for examining and developing their own individual leadership style.

**OBJECTIVES:**

To enable the students gain insights into the various skills with regard to the phenomenon of leadership and change management.

**COURSE OUTCOMES:**

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

- Understand the concepts of leadership as found in an organizational context.
- Understand the methods and processes of managing change in organizations, society and at personal level.
- Learn about applying concepts in the field of change management.
- understand various theories related to leadership

## **COURSE SYLLABUS:**

### **Unit 1: Leadership**

Basic principles of leadership, especially those applied to leading a team. Major ways that people learn how to become effective leaders. The use of leadership skills to managing team processes.

### **Unit 2: Learning Skills**

The nature of experiential learning. Practice in using ideas and experience to strengthen action abilities.

### **Unit 3: Leadership Purpose**

Purpose of developing Leadership, Implementation of Leadership.

### **Unit 4: Values, Principles and Ethical Boundaries**

Values, leadership principles, and ethical boundaries that guide one's development as an authentic leader.

### **Unit 5: Decision-Making Skills:**

Introduction, Concept of Decision making, Importance of Decision making, Challenges in the Process of Decision Making.

### **Unit 6: Decision making Process:**

Importance of Ethics and Values in Reaching Decisions, Steps involved in Decision making Process, Decision making Process in a organization.

### **Unit 7: Decision making Techniques**

Grid Analysis-Pareto Analysis-Decision Trees-Blind Spot Analysis-Risk Analysis-Delphi Technique-Impact Analysis-The Futures Wheel.



**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MM 401

**Subject Name:** Management of Services

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

The turn of this century has seen profound changes in the global economy, where Services have played a crucial part. Services contribute to about 60% of the Indian economy and are continuously growing. IT, ITES, Telecommunication, Banks and Financial Institutions, Tourism are some of those which have contributed significantly to the development of the economy. The subject would help managers to tackle the challenges of management of services and the skills pertaining to service sector, which basing on the current trends is, the need of the day.

**COURSE OBJECTIVES:**

- To analyze the factors contributing to customer satisfaction in a service organization.
- To create a service process that would minimize time loss and provide quick service, thereby reducing the waiting time and enhance customer satisfaction

**COURSE OUTCOMES:**

On completion of this course

1. The students will be able to understand services marketing, application and design the market plan.
2. Analyze the factors contributing to customer satisfaction, minimize time and provide quick and quality service.

## **COURSE SYLLABUS:**

### **1. Introduction to the Services Sector**

- Stages of Economic Activity
  - Society Based on Primary Activities
  - Society Based on Secondary Activities
  - Society Based on Tertiary Activities
- Growing Importance of Services
- Environmental Changes Ushering the Services Boom
- Impact of Economic Liberalization Policy on Services

### **2. Meaning and Characteristics of Services**

- Characteristics of Services and Service Operations
  - Intangibility of Services
  - Parallel Production and Consumption of Services
  - Time Perishable Commodity
  - Variable Nature of Services
  - Customer Participation in Production of Services
  - Selection of Service Facility Location Influenced by Customer
- Classification of Services
- Special Features Governing Services
- Criteria for Selecting a Service Provider

### **3. Strategic Management of Services**

- Fundamental Service Concept for Strategic Planning
- The Service Delivery System
- Service Facility Design and layout
  - Service Facility Layout
  - Utility of Process Flowchart in Services
  - Service Layout and Orientation
- Location of the Service Facility
  - Factors Affecting Service Facility Location Decision
  - Other Considerations for Location Selection
  - Unconventional Approaches to Service Facility Location
- The Service Encounter
  - The Service Encounter Triangle
  - The Service Finn
  - Servers or Contact Personnel

- The Customers

#### **4. Management of service Quality**

- Differences or Gaps in the Quality of Service
- Measurement of Quality in Services
  - Bench Marking
- Incorporating Quality in the Design of the Service Delivery System
- Concept of Service Guarantee

#### **5. Demand and Supply Management of Services**

- Techniques for Managing Services Demand
- Techniques for Managing Supply of Services
- Management of Queues
  - Waiting and Its Implication in Services
  - Queue Arrangement

#### **6. Marketing of Services**

- Introduction
- The Product in Services
- Price in Services
- Promotion of Services
- Place Decisions in Services
- Service Process Design
- People in Services
- Physical Proof in Services

#### **7. Civil Services in India**

- Rudimentary Features of Civil Services
- Chief Functions of the Civil Service
- Selection Procedure for Civil Services
- Public Service Commission
- Main Functions of the PSC's
- Training in Civil Services
- Methods of Training
- Local Administration (Civic Services)
  - Local Government
  - Types of Local Self-Government
- Panchayat Raj

- Functions of the Panchayats

## **8. Public and Infrastructure Services in India**

- Transport Services
  - Railway Services
  - Roads and Road Services
  - Air Transport Services
  - Water Transport Services
- Power Distribution Services
- Tele Communication Services
- Water Supply Services
- Sanitation Services
- Police Services
- Fire Fighting Services
- Health Care Services
  - Rural Health Care Services
  - Urban Health Care Services
- Educational Services

## **9. Social And Charitable Services**

- Social Work and Related Concepts
- Objectives of Social Service
- Voluntary Social Service Organisations Voluntary Agencies / Non Governmental Organisations

## **10. Consumerism and Services**

- Case : East-West Airlines
- The Consumer Protection Act
- Mechanism for Redressal
  - District Forum
  - The State Commission
  - The National Commission
- Consumer Guidance Societies
- The Law of Torts
  - Definition of Tort
  - Essential Elements of a Tort
  - Remedies in Torts

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MFM 402

**Subject Name:** Financial Decision Analysis

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

The course centers on real financial statements. Each class session will provide a detailed examination of the major components of the companies' income statements, balance sheets, and statements of cash flows. We will explore performance, liquid assets, inventories, fixed assets, intangible assets, long-term obligations, investments, equity, and cash flows.

**COURSE OBJECTIVES:**

- 1) Encourage you to think in a new and more creative way when analyzing or forecasting financial information.
- 2) Introduce new tools common to financial statement analysis and how to use them in practical applications.
- 3) Understand how financial statement information can help solve business problems.
- 4) Increase your ability to read and understand financial statements and related information.

**COURSE OUTCOMES:**

Upon completion, the students should have

- Developed a basic understanding of what financial statements contain and how to use them to assess a company's profitability and financial position.
- Analyze and forecast financial information.
- To solve business problem.

## **COURSE SYLLABUS:**

1. Application of Linear Programming
2. Goal Programming
3. Regression Analysis and Simulation Technique in Financial Decision Making Areas
4. Corporate Debt Capacity Management Decision
5. Business Failure and Reorganization – Application of Multiple Discriminate Analysis
6. Decision Tree Analysis
7. Capital Expenditure Decision Under Conditions of Risk and Uncertainty
8. Cost-volume-profit Analysis under Conditions Uncertainty
9. Leasing Vs. Borrowing Decisions
10. Sequencing of Decisions
11. Replacement Decisions
12. Mergers and Acquisitions
13. Takeover Code Good will and Valuation of Shares Dividend Valuation Model
14. Determination of the Exchange ratio
15. Legal and Procedural Aspects of Merger Decision
16. Specific Areas and Problems in the Area of Financial Decision Making
17. Estimation and Projection of Working Capital Decisions

## **RECOMMENDED READINGS :**

1. Bhalla, V. K. Financial Management and Policy. 2<sup>nd</sup> Ed., New Delhi, Anmol, Delhi, 1998.
2. Bierman, Harold. Lease Vs. Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
3. Fogler, H and Ganpathy, Finalcial Econometrics. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
4. Levy; H and Sarnat H. Capital Investment and Financial Decision, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
5. Van Horne, James C. Financial Management and Policy. Englewood Cliffs, New Jersey, Prentice Hall of India, 1997.

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MHR 402

**Subject Name:** Talent Acquisition and Retention

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

Talent management is the strategic management of the flow of talent through an organization. Its purpose is to assure that the supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives

**COURSE OBJECTIVES:**

- To understand the various talent acquisition organization models
- Analyze strategic talent priorities under the broad themes of market maturity, organization readiness, and organization aspiration
- Learn more about different aspects of talent acquisition organization modes: team structure, process and governance

**COURSE OUTCOMES:**

- Understand the micro and macro factors affecting the talent supply
- Learn how to create a recruitment strategy
- Configure your talent organization model

## **COURSE SYLLABUS:**

### **1. Defining Talent**

- Define talent
- Identify types of talent.
- Define skills and knowledge
- Differentiate between talent, skill, and knowledge

### **2. Understanding Talent Management**

- Identify key phases for implementing a talent management programme
- Identify guidelines for managing talent.
- Identify the importance of talent management.
- Identify benefits of talent management.
- Compare talent management with replacement planning
- Compare talent management with traditional processes.
- Identify key elements in development a winning talent strategy.

### **3. Clarifying Talent and its acquisition**

- Identify methods to determine talent for a position.
- Identify guidelines for drafting a good job position.
- Identify questions that help you to recognize talent.
- Identify ways to reward employees.
- Identify reasons for employees leaving an organization.
- Identify reasons for retaining talent.
- Acquiring talents and its process

### **4. Talent Retention and Succession**

- Impact of loss of high performers
- Employee engagement and succession strategies
- Talent planning and development
- The ten rules of talent development from employees perspective



**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MM 402

**Subject Name:** Brand Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

The course will focus on the basic building blocks of growing and managing a brand, as well as advanced and special topics of brand management that will provide a well-rounded look at issues in integrating the brand into overall marketing and company activities.

**COURSE OBJECTIVES:**

- To analyze the brand equity and branding strategies
- To understand brand audit
- To understand effective branding strategies for both consumer and business products/services

**COURSE OUTCOMES:**

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

- Could analyze the brand equity and branding strategies and apply these strategies in developing marketing communication programmes.
- Describe the process and methods of brand management, including how to establish brand identity and build brand equity.
- Formulate effective branding strategies for both consumer and business products/services
- Conduct a brand audit using both primary and secondary sources and propose strategic recommendations based on the audit results.

## **COURSE SYLLABUS:**

1. Understanding Brands
2. Brand Hierarchy
3. Brand personality
4. Brand Image
5. Brand Identity
6. Brand Positioning
7. Brand Equity
8. Value addition from Branding
9. Brand-Customer Relationship
10. Brand Loyalty and Customer Loyalty
11. Managing Brands
12. Brand Creation
13. Brand Extensions
14. Brand-product Relationships
15. Brand portfolio
16. Brand Assessment through Research –Brand identity
17. Position, Image, Personality Assessment and Change
18. Brand Revitalisation
19. Financial Aspects of Brands
20. Branding in Different Sectors: Customer, Industrial, retail and Service Brands

## **RECOMMENDED READINGS:**

1. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.
2. Cowley, Don. Understanding Brands. London, Kogan Page, 1991.
3. Czerniawski, Richard D & Michael W. Maloney Creating Brand Royalty, AMACOM.NY, 1999
4. Kapferer, J.N. Strategic Brand Management. New York, Free Press, 1992.
5. Murphy, John A. Brand Strategy. Cambridge, The Director Books, 1990.
6. Steward, P. Building Brands Directly. London, MacMillan, 1996.
7. Upshaw, Lyhh B. Building Board Identity: A Strtegy for Success in a hostile market place. New York, John Wiley, 1995.

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MFM 403

**Subject Name:** Management of Financial Institutions

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course provides an introduction to the management of financial institutions and intermediaries. The course focuses on the importance of ensuring good organizational functioning within institutions to manage the varied types of risk that they may be exposed to. Students are first introduced to the construct of the firm as a legal entity, and how financial institutions have specific requirements that relate to this. The course then examines the principles of the theory and practice of effective organizational structure and policies for successful risk management and how to manage the inter-relationships that are inherent between departments. Students are also introduced to international standards of banking practice and how they impact the functioning of the institutions plus how to define and measure various types of risk these institutions can be exposed to.

**COURSE OBJECTIVES:**

- 1.To understand methods to manage the risks based on international standards of banking practice.
- 2.To identify the main types of risk financial institutions are exposed to in international scenario.

**COURSE OUTCOMES:**

On successful completion of this course, students will be able to:

- Explain the importance of financial institutions in the global economy
- Evaluate the performance of different types of financial institution
- Apply different methods to measure those risks to suit different contexts

## **COURSE SYLLABUS:**

1. The Role And Importance Of Financial Institutions
2. Financial Management Models And Their Applications In Financial Institutions
3. Application Of The Wealth Maximization Model To Financial Decisions
4. Everlasting Risks And Returns Of Assets And Liabilities Of Financial Institutions
5. Flow Of Fund Analysis Of The Borrowing And Lending Behaviour Of Financial Institutions
6. Interest Rate Analysis
7. Interest Rates in The Financial System
8. Yield Curve
9. Risk and Inflation
10. Financial Management of Commercial Banks
11. Banking Law and Regulation
12. Provisions Of RBI's Operations
13. Credit And Monetary Planning Insurance Companies
14. Thrift Institutions; Development Banks
15. Role Of Development Banking In Industrial Financing In India
16. Capital Adequacy And Capital Planning
17. Strategy Of Growth
18. Problems Of Time And Cost Over Runs
19. Financial Planning Of Financial Institutions
20. Financial Goals And Performa Statement
21. Working And Organization Of Different Financial In India Like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds
22. International Aspects Of Financial Institutions

## **RECOMMENDED READINGS :**

- Bhalla, V. K. Indian Financial System, Delhi Anmol Pub. Pvt. Ltd. 1998
- Dougall, Herbert E And Gaumnitz. Capital Markets And Institutions Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
- Hempel, George H And Yawitz, Jess B. Financial Management Of Financial Institutions, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
- Kane, Joseph A Development Banking, Toronto, Lexington Books, 1984
- Rose, Peter S. And Fraser, Donald R. Financial Institutions, Ontario, Irwin Dorsey, 1985
- Vij, Madhu, Management Of Financial Institutions In India. New Delhi, Anmol, 1991

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MHR 403

**Subject Name:** Compensation Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

One of the most complex assignments in any organization is to lay down a sound wage system and its implementation. It is a dynamic field that involves many workable principles and procedures. Over a period of years the new and system has taken different shape and acquired a multi dimensional character due to the rapidly changing technology and socio-economic transformation of the society. Employees always expect a just and equal pay for the services they render to the organization. It gave rise to innumerable disputes; particularly with regard to the relative pay to be assigned to certain employments. As a result different patterns of wage fixation began to assume an important.

**COURSE OBJECTIVES:**

- To provide an overview of the wage systems
- To understand wage concepts and theories
- To impart knowledge of Executive compensation and CEOs compensation

**COURSE OUTCOMES:**

On completing this course:

1. Student will be able to understand the compensation function
2. Student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

## **COURSE SYLLABUS:**

### **1. Concept of Compensation**

- Why employee payments are called as 'Compensation'?
- Importance of Wages / Salary (to Employees and Employers)

### **2. Wage / Salary Theories**

- Subsistence wage theory
- Wage Fun Theory
- Surplus value theory
- Residual claimant Theory
- Marginal Productivity Theory
- Bargaining Theory
- Behavioural Theory

### **3. Concept of Minimum wage, Fair wage and Living wage**

- Schedule employment and Applicability of Minimum Wages Act

### **4. Different Methods and Modes of payment**

- Time rate, Piece rate, Job (Assignment) Rate

### **5. Periodicity of payment**

- Daily, Weekly, Fortnightly, Monthly
- Provisions of payment of Wages Act, in this behalf

### **6. Different components of salary/wages**

- Main portion of salary, allowances
- Indirect burden on salary
- Periodical payments
- Annual payments

### **7. Impact of inflation on 'Wage Bill'**

- Dearness allowance, it's linkage with 'Cost of living index'
- Advantages & disadvantages
- Different methods of D. A. payments

### **8. Perquisites & facilities**

- Uniform, housing, transport, canteen, medical facilities, hospitalization, accident insurance

### **9. Concept of 'Wage Differentials'**

- Causes and impact

## **10. Executive Compensation Plans**

- Direct salary and importance of perquisites
- Tax burden, fringe benefits, Faculties, Performance Rewards etc.

## **11. Incentives Schemes**

- Production / Productivity linked Payments, Motivation for better performance, (in Manufacturing and Service industry)

## **12. Compensation Policy**

- Attracting, Developing and Retaining capable employees
- Compensating for special skill sets,
- 'Stock Option' as compensation policy, etc

## **13. Administration of salary and other employee payment**

- Monthly payment and Authorized deductions
- Salary slips
- Maintenance of salary records
- Periodical salary revision

## **14. Salary Negotiations**

- With mainly Unions

## **15. Concept of CTC**

- Employee Payment as 'Cost'
- Ratio of labour cost with turnover

## **16. Future Trends and Novel ideas for compensation System**



**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MM 403

**Subject Name:** International Marketing

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course aims to provide an analytical but practical approach to the subject area of marketing management in an international context. The course focuses on the concept of market orientation: a mix of the marketing role, customer behaviour, strategic marketing and operational marketing. The course is delivered in an international setting and illustrated with cases.

**COURSE OBJECTIVES:**

- The course will equip students with the skills and competences required to analyze and solve marketing problems relating to both individual consumers and business-to-business customers.
- The problem- solving approach covers areas such as customer roles, customer attitudes and behaviours; segmentation; marketing research methods; marketing communications; and distribution.

**COURSE OUTCOMES:**

By the end of this course, students should be able to

- Analyze the environmental variables that influence international marketing;
- Describe the strategies and tactics that can lead to successful international marketing given those environmental constraints;
- Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena;
- Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations;
- Analyze a real-world case study involving complicated international marketing issues and provide recommendations in both written form and in the form of a group presentation

## **COURSE SYLLABUS:**

### **1. Introduction of International Marketing**

- Introduction
- Concepts
- Trends in International Trade
- Need/ Motives for International Marketing
- Scope of International Marketing
- Distinctions between International trade, marketing & Business

### **2. International Marketing Environment:**

- Economic, Political and Legal environment, technological environment, Socio cultural environment.
- Post liberalization Export- Import policy
- Government regulation
- Trade barriers, non tariff barriers, commodity agreements, cartels, state trading, trading blocs, the EV, Euro, SAARC, Indo Sri Lanka, Free trade agreement, WTO and trade liberalization, Uruguay round, UNCTAD, UNIDO, ITC- IM, Francis Cherunilam.

### **3. International Market Selection & Entry Strategies**

- Concept of International Market Entry
- Factors affecting selection of entry
- Market entry strategies
  - Low Intensity
  - Piggy Backing
  - Go-to market strategy
  - Motivation to export
  - Exporting
  - Contractual agreement
  - Licensing
  - Franchising
  - Joint ventures
  - Strategic alliances
  - Wholly owned subsidiaries
- Choosing the right International Market Entry Mix

### **4. International Marketing Mix**

- International product decision
- International pricing
- International Logistics and distribution
- International Promotions

**5. Export Management**

- Managing export decisions
- Export Procedures & documentation
- Modes of Payment
- Export Finance
- Risk Insurance
- Barter arrangements in export

**6. Emerging Issues**

- Introduction
- Business Ethics
- Customer Relationship Marketing
- Environmental Issues

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MFM 404

**Subject Name:** Taxation – Laws and Practices

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

Ignorance of law is no excuse and everyone is supposed to know the law of the land. Law controls and regulates the external behavior of human beings. Human conduct must conform to legal rules and regulations. Business law is a branch of general law and it controls and regulates commercial transactions involving businessmen, traders, importers, exporters, consumers, etc. The present business laws consist of the general principles of Contract (Contract Act), Law of Agency, Sales of Goods Act, Partnership and Company Law.

**COURSE OBJECTIVES:**

- To acquaint with special legislations dealing with business transactions
- To understand the basic concepts of Laws and practices.

**COURSE OUTCOMES:**

On successful completion of this program you will be able to:

1. Interpret and apply the Principles of Taxation Law knowledge to business situations and decision making
2. Conduct effective research designed to demonstrate the ability to analyze a Tax Issue in order to provide advice to staff, peers, employers, other tax professionals and clients
3. Identify and apply relevant sections of legislation and principles of case law in order to solve problems in areas of taxation law and practice.

## **COURSE SYLLABUS:**

1. Introduction to - Customs Act
  - Excise Duty
  - Service Tax Act
2. VAT / Sales Tax
3. Central Sales Tax
4. Introduction and Basic Concept of tax (Theory)
  - Assessment Year
  - Previous Year
  - Person
  - Assessee
  - Charge of Income tax
  - Gross Total Income
5. Residential Status
  - Individual
  - HUF
  - Firm and AOP
  - Company
  - Other person
6. Income from Salary
7. Income from House Property
8. Income from Business or Profession
9. Capital Gain
10. Income from Other Sources
11. Deduction from Gross Total Income
  - 80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E, 80G, 80GG

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MHR 404

**Subject Name:** Cross Cultural and Global Human Resource Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts. Specific topics include globalisation, work and labour regulation; strategic HRM issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. Studies of the HR context of selected countries are also included.

**COURSE OBJECTIVES:**

- To Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM; and
- Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to international HRM, evaluating alternative approaches and defending the recommendations with evidence, and developing confidence in conducting training workshops.

**COURSE OUTCOMES:**

Upon successful completion of course, students will be able to:

1. Understand issues, opportunities and challenges pertaining to international HRM;
2. Develop competency in dealing with cross cultural situations;
3. Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;

## **COURSE SYLLABUS:**

1. Human and Cultural Variables in Global Organizations
2. Cross Differences and Managerial Implications
3. Cross Cultural Research Methodologies and Hofstede's Hermes Study
4. Structural Evolution of Global Organization
5. Cross Cultural Leadership and Decision Making
6. Cross Cultural Communication and Negotiation
7. Human Resource management in Global Organization
8. Selection, Source, Selection Criteria for International Assignment
9. Compensation and Appraisal in Global Perspective
10. MNC and Compensation System

## **RECOMMENDED READINGS:**

1. Adler .N.J. International Dimensions of Organisational Behavior ,Boston ,Kent Publishing ,1991
2. Bartlett,C and Ghoshal ,S Transnational Management : Text ,Cases and Readings in Cross Border Management ,Chicago,Irwin,1995
3. Dowling.,P.J. etc. International Dimensions of Human Resource Management .2<sup>nd</sup> California ,Wadsworth, 1994

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MM 404

**Subject Name:** Retail Management

**Core/Complimentary:** Core

**Credits:** 04

**No of Hours:** 4 hours per week

**INTRODUCTION:**

The course will focus on the basic building blocks of growing and managing a brand, as well as advanced and special topics of brand management that will provide a well-rounded look at issues in integrating the brand into overall marketing and company activities.

**COURSE OBJECTIVES:**

- To analyze the brand equity and branding strategies
- To understand brand audit
- To understand effective branding strategies for both consumer and business products/services

**COURSE OUTCOMES:**

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

- Could analyze the brand equity and branding strategies and apply these strategies in developing marketing communication programmes.
- Describe the process and methods of brand management, including how to establish brand identity and build brand equity.
- Formulate effective branding strategies for both consumer and business products/services
- Conduct a brand audit using both primary and secondary sources and propose strategic recommendations based on the audit results.



## COURSE SYLLABUS:

Units	Syllabus
1	<b>Introduction to Retailing:</b> Concept of retailing, Functions of retailing, Terms & Definition, Retail formats and types, Retailing Channels, Retail Industry in India, Importance of retailing, Changing trends in retailing.
2	<b>Understanding the Retail Consumer:</b> Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume.
3	<b>Retail Market Segmentation and Strategies:</b> Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies.
4	<b>Retail Location Selection:</b> Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations.
5	<b>Merchandise Management:</b> Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying.
6	<b>Retail Operations and Retail Pricing:</b> Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices Pricing strategies, Controlling costs.
7	<b>Emerging trends in retailing:</b> Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector.

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MBA 405

**Subject Name:** Corporate Policies and Strategic Management

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

Businesses need to implement sound strategies to succeed. Those strategies form part of an overall management and business policy that guides the business in connecting with customers, generating profits and managing resources. The related concepts of strategic management and business policy are keys to help small business owners manage their responsibilities and set clear objectives.

**COURSE OBJECTIVES:**

- To understand Strategic framework of an organization
- To understand the differences between Grand and Functional strategies

**COURSE OUTCOMES:**

The student will be able to understand

- Operational policies need to lay down corporate objectives and standards in ways that can be measured.
- To know the framework of corporate policies and strategic Management.
- To understand corporate Vision and Mission

## **COURSE SYLLABUS:**

### **1. Introduction to Business Policy**

- Business Policy
- Introduction of related terms
- Three levels of operations of strategy
- Characteristics of decisions at three levels
- Different types of planning
- Strategic decision making
- Strategic Management
- Strategic framework of an organization

### **2. Conceptual Introduction to Organization Mission, Purpose And Objectives**

- Mission and Purpose
- Business Definition Dimensions
- Company Objectives and Goals

### **3. Environmental Appraisal**

- Introduction
- Characteristics of environment
- Impact of environmental changes
- Major Environmental components
- Environmental Scanning
- Techniques used for Environment Appraisal

### **4. Organizational Appraisal**

- Introduction
- Areas for internal analysis
- Analyzing department / functional areas
- Analyzing management areas.
- Methods used for organizational appraisal
- Organizational appraisal structuring
- SWOT Analysis
- Key internal factors for evaluation of potential strengths

### **5. Strategic Alternatives**

- Grand Strategies
- Types of Principal / Grand / Major Strategies

## **6. Strategic Choice**

- Introduction
- Strategic analysis at the corporate level
- Techniques used for Corporate Portfolio Analysis
- Industry, Competitor and SWOT Analysis
- Behavioural / Subjective factors affecting Strategic Choice
- Contingency approach to strategic choice
- Strategic plan

## **7. Rationalizing the Strategy**

- Desired qualities of Annual objectives
- Benefits offered by Annual objectives
- Linkages between strategy formulation and implementation
- Project implementation
- Procedural Implementation
- Resource Allocation

## **8. Structural Implementation**

- Structure Definition
- Types of structure
- Selection of a structure
- Organizational culture
- Content of culture.
- Influence of culture an organizational/ Life
- The strategy culture relationship
- Organizational Systems

## **9. Functional Implementation**

- Introduction
- Differences between Grand and Functional strategies
- Functional Strategies Marketing
- Functional strategies – Finance
- Functional strategies - Production / Operations
- Functional strategies - Research and Development
- Functional strategies - Personnel
- Role played by policies
- Integration of functional strategies

**10. Behavioural Implementation**

- Introduction
- Leadership and Implementation of strategies
- Leadership strategy and skills
- Political aspects Power and strategy
- Personal Values, Ethics and Strategies
- Social Responsibility

**11. Strategic Evaluation Control**

- Introduction
- Strategic control
- Operational Control
- Evaluation Techniques for strategic control
- Evaluation Techniques for operational control

**12. New Business Models and Strategies For The Internet Economy**

- Introduction
- Strategy-Shaping Characteristics of E-Commerce Environment
- E-Commerce Business Models and Strategies
- Internet Strategies For Traditional Businesses
- Key Success Factors In E-Commerce

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MBA 406

**Subject Name:** Current Trends in Management

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

The subject Current Trends in Management is a compiled with several underlying topics within entire management gamut. Tips & tricks and very practical skills regarding time management, presentation techniques, email etiquette and commercial communication will be added to best practices in Business.

**COURSE OBJECTIVES:**

- To understand the intricacies of the business world.
- Demonstrate ability to research information on current trends

**COURSE OUTCOMES:**

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

- To have a good insight of how to tackle current issues in Management.
- To be well aware of recent trends in the world of management and communication

## **COURSE SYLLABUS:**

### **Unit 1: Knowledge Management**

Concept, KM Strategies – Architecture and Tools – KM Practices.

### **Unit 2: Six Sigma**

Concept, steps involved in launching Six Sigma, Benefits derived.

### **Unit 3: Mergers and Acquisitions**

Concept, Types, Relevance in 21st century businesses - Regulatory control.

### **Unit 4: IT Enabled Services**

Business / Knowledge Process Outsourcing.

### **Unit 5: World Class Manufacturing**

Concept and Importance, Lean Manufacturing Practices, Just in Time, Theory of Constraints.

### **Unit 6: Corporate Governance**

Concept, Significance in Indian Context, Corporate Social Responsibility – Role of Board of Directors – Recommendations of Birla Committee and Narayanmurthy Committee – Sarbanes-Oxley Act of 2002.

**Tilak Maharashtra Vidyapeeth, Pune**  
**Syllabus - MBA – Semester IV**

**Subject Code:** MBA 407

**Subject Name:** Business Environment

**Core/Complimentary:** Complimentary

**Credits:** 02

**No of Hours:** 2.5 hours per week

**INTRODUCTION:**

This course is designed to make students familiar with the various factors that are having great impact over the business and its environment. In this changing environment of such gigantic Dimensions, this course are aimed at sensitizing the students to the value implications of environment on business, in general. The main drive of this course addresses planning and polices of the state, economic trends and balance of payments.

**COURSE OBJECTIVE:**

- To enable the students to gain insights into various concepts which characterize the business environment of any business in every aspect.
- To familiarize students with the nature of business environment and its components.
- To facilitate students to develop conceptual framework of business environment and generate interest in international business.

**COURSE OUTCOMES:**

- After completion of the course, student will be able to: Understand the fundamentals of business environment.
- Acquaint themselves with the evolving business environment issues.
- Understand the legal issues as well as international business and economic environment
- To get exposure to various economic policy & their impact on business and emerging trends.



## **COURSE SYLLABUS:**

### **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

**Tilak Maharashtra Vidyapeeth, Pune**

**Syllabus - MBA – Semester IV**

**Subject Code:** MBA 408 A

**Subject Name:** Japanese-IV

**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 –**

- Lesson Number 05-08 from Nihongo shou
- Choukai
- Reading

### **BOOKS RECOMMENDED:**

**Book Referred** – Nihongoshouho