

MASTER IN BUSINESS ADMINISTRATION

Program Outcome:

- The MBA program focuses on development of a well-rounded educational foundation, incorporating experiential learning, in order to prepare for advanced study, for careers, and for lifelong learning.

Learning Outcome:

- MBA Students will develop a strategic level of understanding of the key functions of business accounting, economics, finance, international business, management, management information systems, marketing, operations, and statistics.

Student Performance Learning Outcomes (Measurement): The outcome is measured through subject-wise assignment. The assessments in midterm semester wise exams are conducted in the form of theory and practical exams and are planned in Nov and April respectively. The second level of Assessment for MBA program is planned for Term-end theory and practical exam in the month of Dec and May respectively. Student learning outcomes assessment for MBA is an ongoing process that occurs at the course, program and institutional level.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 101

Subject Name: Essentials and Functions of Management

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION: This course focuses on the fundamental concepts, functions and skill of management. It is designed to enhance students' understanding of effective management; to focus on a thorough and systematic coverage of relevant management theory and practice; to cover fundamental management skills and abilities required to run companies and organizations successfully; and to review the foundations of modern management thought.

COURSEOBJECTIVES:

- To understand the evolution of management thought and its relevance in decision making.
- To highlight the detailed concepts of four basic functions which form the basis of Management
- To arouse participants' interest in the field of Management and its related areas
- To promote group interaction through class discussion.

COURSE OUTCOMES:

On completion of this course the students would be able to:

1. Understand theoretical aspects and its application to modern management practice by learning from management cases.
2. Demonstrate critical thinking when presented with managerial issues and problems
3. Understand the importance of Professional Management for effective utilization of resources in organizations.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 102

Subject Name: Organisational Behaviour

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION:

Practicing managers have long understood the importance of interpersonal skills to managerial effectiveness. Till about three decades ago, most business schools focused on the functional aspects of management - specifically finance, accounting and quantitative techniques. Though Organizational Behaviour was a core course right from the inception of the MBA program, the focus was essentially on gaining a psychological understanding of human behaviour, and not on acquiring usable skills. In the last two decades, academia has come to realize the importance of human behaviour to managerial effectiveness. This course's essential focus is on gaining an in depth understanding of the impact of the organization structure, organizational culture and change on individual behavior at the workplace. Gaining an understanding and a perspective on these global implications should result in beneficial results in terms of managerial effectiveness and performance.

COURSE OBJECTIVES

- Gain an overall perspective on human behaviour in the work place
- Demonstrate the importance of interpersonal skills in the work place
- To gain an overall perspective on the impact of culture and change on individual performance
- To understand the nature of conflict and its resolution
- To understand and manage work stress

COURSE OUT COMES:

1. The student will be able to understand the Psychological Dynamics of work behaviour at the Individual, Group and Organizational Levels.
2. The student will be able to apply Motivational Strategies at the work place.
3. Will be able to understand Organizational Culture and its significance.
4. Will be able to handle Conflict and Change in the Organization.
5. Will be able to understand what causes stress and how he can manage it.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 103

Subject Name: Introduction to Management Accounting

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION:

In this introductory course, we examine the role of management accounting within a business. To understand the context for management accounting we begin by considering the nature and purpose of a business. Thus, we first consider what businesses seek to achieve, how they are organised and how they are managed. Having done this, we go on to explore how management accounting information can be used within a business to improve the quality of managers' decisions. We also identify the characteristics that management accounting information must possess to fulfill its role. Management accounting has undergone many changes in response to developments in the business environment and in business methods. In this chapter we shall discuss some of the more important changes that have occurred.

COURSE OBJECTIVES:

- Understand the principles and practices of financial management
- Understand financial decision making
- Understand the composition of different securities in the total capital structure.
- Understand cost of capital and investment decisions and dividend decisions

COURSE OUT COMES:

The student should be able to:

1. Identify the purpose of a business and discuss the ways in which a business may be organised and managed.
2. Discuss the issues to be considered when setting the financial aims and objectives of a business.
3. Explain the role of management accounting within a business and describe the key qualities that management accounting information should possess.
4. Explain the changes that have occurred over time in both the role of the management accountant and the type of information provided by management accounting systems.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 104

Subject Name: Marketing Management

Core/Complimentary: Core

Credits: 04

No of Hours: 4 hours per week

INTRODUCTION: This subject of marketing management has been designed to give insights into the subject so as to prepare the students about the various concepts related to it. How good is a product or service, if they cannot be sold to the prospective customer? Marketing helps to communicate the value of a product or service to the consumer, with an aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined.

COURSE OBJECTIVES:

- To understand the functionality and application of elements of Marketing Mix.
- To be able to create a suitable Marketing plan for a product.
- To understand a range of common strategies used, with each of the various marketing mix tools: product, pricing, promotion, and distribution

COURSE OUTCOMES:

The student will be able to:

1. Develop strategies of product, price, place and promotion for the sustenance and growth of the product during the life-cycle of a product.

2. Understand the application of technology to market the product and protect the interests of society.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 105

Subject Name: Quantitative Methods

Core/Complimentary: Complimentary

Credits: 02

INTRODUCTION:

Resources are always critical in any organization. They are unavailable in unlimited manner. There are always constraints. Operation research is helpful in the situation of such constraint of resources. Managers have to manage limited available resources in such a way that neither production nor other activities get disturbed in the business. Facility design is a fascinating area for OR. The excitement of operation research lies in the application of Quantitative techniques to real world problems.

COURSE OBJECTIVES:

- To impart knowledge in concepts and tools of OR and QT.
- To help students apply these tools in managerial decision making.

COURSE OUTCOMES:

- The students must develop confidence and clarity in application of tools

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 106

Subject Name: Managerial Economics

Core/Complimentary: Complimentary

Credits: 02

INTRODUCTION:

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

COURSE OBJECTIVES:

- To make the students aware of the various economic theories and principles
- To equip them with the required tools and techniques for improving their decision-making skills.

COURSE OUTCOMES:

- The student must have micro and macro-economic perspective to understand the underpinning of management.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 107

Subject Name: Communication Skills

Core/Complimentary: Complimentary

Credits: 02

INTRODUCTION:

A fundamental part of a Manager's job is Decision making and Implementation. Initially, he assists in making decision by collecting information, analyzing and preparing a frame work for Decision Making. At a later stage when he reaches positions of higher responsibility, he takes decision and involves in implementation. A sound decision requires critical analysis of the problem, collection of relevant data; develop clear objectives and later workout an action plan. A logical approach and systematic analytical thinking, Reasoning, use of evidences are essential components of sound decisions. Apart from this, he must also have the required skills to present and communicate. One more dimension is inter-personal and group communication including negotiations. Hence, need of the hour is to develop all such skills hands on.

COURSE OBJECTIVES:

- To sharpen the Analytical, Written, non-verbal, Spoken Communication and inter-personal Skills essential in organizations involving Decision making and implementation.
- To demonstrate good team work and negotiation skills

COURSE OUTCOMES:

- At the end of this course, students will have the clarity about communication skills to be used in organizations.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MBA 108 B

Subject Name: Japanese-I

Core/Complimentary: Elective

Credits: 02

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 201

Subject Name: Human Resource Management

Core/Complimentary: Core

Credits: 04

INTRODUCTION:

Personnel of yester years have become human resources in the recent years. This will emerge as human capital in the coming years. Organizations need to address these paradigm shifts. The managers in these organizations would be change agents in this regard. Hence, students pursuing management courses have to facilitate this. Their understanding of not only basics but the shifts in philosophy and focus would go a long way in leveraging the changes occurring in the wider environment. This course addresses such felt needs.

COURSE OBJECTIVES:

- To enlighten the students on the principles and practices of HR as a capital factor
- To introduce the entire gamut of scope of HR
- To capture the changing landscape of HR

COURSE OUTCOMES:

- The students must be in a position to address the challenges of organizational management through and with human resources.
- Thereby, the manager would become harbinger of change management.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 202

Subject Name: Environmental Studies

Core/Complimentary: Core

Credits: 04

INTRODUCTION:

This subject of environmental management would develop the fundamental understanding of the environment and social issues.

COURSE OBJECTIVES:

To enable students gain meaningful insights about the various aspects of the environment and how they are of significance.

COURSE OUTCOMES:

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

- Understand the basic concepts pertaining to the environment.
- Gain insights to the various societal concerns and the remedies thereof.
- Understand such concepts as ecosystem, pollution-related aspects, population.

Understand the social issues which are of concern.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 203

Subject Name: Financial Management

Core/Complimentary: Core

Credits: 04

INTRODUCTION:

- To understand various concepts related to financial management.

COURSE OBJECTIVES:

- To equip the students with the fundamental principles & techniques of financial management concern with acquisition & use of funds by a business firm.

COURSE OUTCOMES:

At the end of the course, the student should have developed:

- They should be proficient in the theory and applications of basic financial techniques and tools.
- The students can understand and appreciate finance from long-term as well as short-term perspective for any company/organization.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 204

Subject Name: Production Operation and Materials Management

Core/Complimentary: Core

Credits: 04

INTRODUCTION:

This course in productions and operations management intends to familiarize the students with the basics of this subject.

COURSE OBJECTIVES:

- To enable the students gain insights into the various issues related to the fields of production and operations management.

COURSE OUTCOMES:

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

- Understand the concepts related to business and operations management.
- Understand how planning and control are carried out vis-à-vis production.
- Understand the significance of inventory and quality management.
- Understand elements of production management

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 205

Subject Name: Legal Aspects of Business

Core/Complimentary: Complimentary

Credits: 02

INTRODUCTION:

Law and legal institutions play a major role in the conduct of business. The purposes of laws relating to business in India are mainly twofold: To create an environment conducive to the growth of business; and to make sure that business operates within the larger framework of governance in the country. There are a number of laws that have a bearing on the conduct of business. These cover broadly areas relating to corporate legal framework; business transactions; labour; environment; dispute resolution etc. In this course an attempt is made to introduce the students to certain important legal aspects of business. In addition to the relevant statutory provisions, important case laws would be discussed under each module.

COURSE OBJECTIVES:

- To acquaint students with general business law issues to help become more informed sensitive and effective business leaders.

- To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

COURSE OUTCOMES:

After completing this course the students would be: able to

Appreciate the importance of law and legal institutions in business able to have a basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 206

Subject Name: Business Research Methods

Core/Complimentary: Complimentary

Credits: 02

INTRODUCTION:

Business research is a systematic inquiry whose objective is to provide information to solve managerial problems. This course is an introduction on how to do business research with an emphasis on applied problem solving. It has a major focus on problem identification and analysis, problem solving strategies and communication skills.

COURSE OBJECTIVES:

- Students should understand a general definition of research design and know why educational research is undertaken, and the audiences that profit from research studies.
- To identify the overall process of designing a research study from its inception to its report and be familiar with ethical issues in educational research, including those issues that arise in using quantitative and qualitative research.
- To know the primary characteristics of quantitative research and qualitative research and to be able to identify a research problem stated in a study.

COURSE OUTCOMES:

Upon completion of this course you should be able to:

- Clearly identify and analyze business problems and identify appropriate
- and effective ways to answer those problems.
- Understand and apply the major types of research designs
- Formulate clearly defined research questions and analyze and summaries key issues and themes from existing literature.
- To evaluate and conduct research and understand the ethical issues associated with the conduct of research.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 207

Subject Name: Computer Applications in Management

Core/Complimentary: Complimentary

Credits: 02

INTRODUCTION:

The course covers computer concepts and internet skills, and uses a software suite which includes word processing, spreadsheet, database, and presentation software to demonstrate skills.

COURSE OBJECTIVES:

- This course provides a foundation in information technology concepts, operating system functions and computer applications.
- The course also includes topics in computer ethics, computer security and HTML.
- To elevate students' awareness of information technology and develop an in-depth and systematic understanding of key aspects of IT Management
- To help students gain a strategic perspective on business
- To evaluate the value of emerging technologies and their competitive advantage

COURSE OUTCOMES:

By the end of the course, students will gain the skills required to navigate through the complexities of managing data and also become the appreciators of technological environment.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester II

Subject Code: MBA 208A

Subject Name: Business Ethics & Corporate Governance

Core/Complimentary: Elective

Credits: 02

INTRODUCTION:

The Institute of Business Ethics defines business ethics as ‘the application of ethical values to business behaviour.’ As Aristotle recognised, ethics is not an ethereal abstraction but is a practical aid to business problem solving. This course takes ideas from a range of disciplines (including some of the greatest thinkers of all time) to help understand, analyse and resolve ethical dilemmas in management. There has been a growing interest in the ethics of business and corporate governance.

COURSE OBJECTIVES:

- To distinguish between ethics, morals, codes of conduct and the law.
- To understand the ethical dilemmas facing managers.
- To explore models that supports ethical decision making and their limitations. Be aware of different philosophies and their implications.
- To study a series of cases focusing on contemporary issues. Examine the evolution of governance and its practice.

COURSE OUTCOMES:

- By the end of the course the students will be able to:
- Understand ethical components of managerial decision making
- Develop thinking and analytical skills using ethical frameworks.
- Draw upon a range of models to aid ethical decision-making.
- Apply their knowledge of ethics to some of the great international ethical debates
- Apply the knowledge of ethics to everyday and be sensitive to the influence of culture on ethics.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MFM 301

Subject Name: Advanced Financial Management

Core/Complimentary: Core

Credits: 04

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MHR 301

Subject Name: Training and Development

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MM 301

Subject Name: Sales Promotion and Administration

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MFM 302

Subject Name: Risk Management

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MHR 302

Subject Name: Performance Management

Core/Complimentary: Core

Credits: 04

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MM 302

Subject Name: Distribution Management

Core/Complimentary: Core

Credits: 04

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MFM 303

Subject Name: International Financial Management

Core/Complimentary: Core

Credits: 04

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

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.

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MFM 304

Subject Name: Strategic Financial Management

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MHR 304

Subject Name: Strategic Human Resource Management

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MM 304

Subject Name: Rural Marketing

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MBA 305

Subject Name: Entrepreneurship Development & Project Management

Core/Complimentary: Complimentary

Credits: 02

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MBA 306

Subject Name: Management Information System

Core/Complimentary: Complimentary

Credits: 02

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MBA 308 A

Subject Name: Advance Business English

Core/Complimentary: Elective

Credits: 02

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MFM 401

Subject Name: Security Analysis and Portfolio Management

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MHR 401

Subject Name: Leadership & Decision Making Skills

Core/Complimentary: Core

Credits: 04

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MM 401

Subject Name: Management of Services

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MFM 402

Subject Name: Financial Decision Analysis

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MHR 402

Subject Name: Talent Acquisition and Retention

Core/Complimentary: Core

Credits: 04

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MM 402

Subject Name: Brand Management

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MFM 403

Subject Name: Management of Financial Institutions

Core/Complimentary: Core

Credits: 04

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MHR 403

Subject Name: Compensation Management

Core/Complimentary: Core

Credits: 04

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MM 403

Subject Name: International Marketing

Core/Complimentary: Core

Credits: 04

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
- Produce a comprehensive international marketing plan

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MFM 404

Subject Name: Taxation – Laws and Practices

Core/Complimentary: Core

Credits: 04

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.

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

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.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MBA 405

Subject Name: Corporate Policies and Strategic Management

Core/Complimentary: Complimentary

Credits: 02

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MBA 406

Subject Name: Current Trends in Management

Core/Complimentary: Complimentary

Credits: 02

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

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester IV

Subject Code: MBA 407

Subject Name: Business Environment

Core/Complimentary: Complimentary

Credits: 02

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.