



Tilak Maharashtra Vidyapeeth, Pune

DEPARTMENT OF MANAGEMENT

Syllabus (2021-22)

MBA – Semester III

Subject Code: MBA 301

Subject Name: Entrepreneurship Development

Credits: 03

Core / Elective: Core

No of Hours: 3 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.

COURSE OBJECTIVES:

- 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.

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 302

Subject Name: Management Information System

Credits: 03

Core / Elective: Core

No of Hours: 3 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.

SYLLABUS:

1. INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS

- Introduction
- MIS - Some Definitions
- Computers and MIS
- Need and purpose of
- Objectives of MIS
- Conceptual Design Models of MIS
- Role and impact of MIS in an Organization

2. COMPUTERS AND INFORMATION TECHNOLOGY CONCEPTS

- Introduction
- Understanding the Computer
- History of Computers, Computer Generations and Classification of Computers
- Hardware and Software
- Definition of Data and Information

- Data Processing.
- Types and sources of Information
- Ensuring the Effectiveness of Information
- Information Modeling
- The Human Being as an Information Processor
- Relevance of Information in MIS

3. SYSTEM CONCEPTS

- Introduction
- System - Some Definitions
- Open and Closed Systems
- Deterministic and Probabilistic Systems
- Physical and Abstract Systems
- Natural and Man-made Systems
- Negative Feedback and Entropy
- Feedback Control Loop
- Relevance of Systems Theory to MIS
- Integration of Organization Systems and Information Systems

4. ORGANISATIONS AND ORGANISATIONAL BEHAVIOUR

- Introduction
- Organizational Structure
- Types of Organizations
- Decision Making in an Organization
- Information Flow in an Organization
- Organizational Behavior
- A Note on Management Style
- Impact on MIS

5. MIS DESIGN, DEVELOPMENT AND IMPLEMENTATION

- Introduction
- Prototyping and CASE Tools
- MIS Structure
- Hardware & Software
- Data Processing and Information Processing Systems
- Systems Analysis and Design

6. APPLICATIONS OF MIS

- Introduction
- Application of MIS in Manufacturing
- Application of MIS in the Service Industry
- MIS Applications in Hotels
- MIS in Hospitals
- Conclusion

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MBA 303

Core / Elective: Core

Subject Name: Project (Internship)

No of Hours: 3 hours per week

Credits: 03

INTRODUCTION:

The Internship Program is designed to give an insight to students about professional environment to allow them to gain practical experience in the workplace before receiving their degree. This is a mandatory requirement for fulfillment of academic curriculum of the degree.

COURSE OBJECTIVES:

Each student will learn through “hands-on” experiences in an organization through employment for 8 weeks (precisely 60 days). Students will be engaged in activities and work designated by the employer. Students are required to acquire the skills and knowledge, necessary to become successfully employed in a similar occupational or professional environment.

Assessment:

The Internship programme will be assessed as follows:

40 Marks for Internal Assessment: Based on the report submitted after completion of the internship.

60 Marks for External Assessment: Viva Voce and Presentation.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Marketing Specialisation

Subject Code: MMM 304

Core / Elective: Core

Subject Name: Advertising and Sales Promotion

No of Hours: 3 hours per week

Credits: 03

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:

The objective of this course is to provide students with a fundamental understanding of advertising and its place in business, branding, and society. As an introductory course, it will prepare students for further study in both basic and specialized areas of advertising and commercial communication.

COURSE OUTCOME:

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

- To define the role advertising plays in the marketing mix.
- To demonstrate a working knowledge of application of advertising and media strategies, use of electronic media, outdoor media, print media, sales promotions, specialty advertising.
- To understand the communication process of advertising.
- To identify the social, ethical and legal responsibilities of advertising
- To define role of sales promotion in marketing mix.

SYLLABUS

1. Advertising:

- Meaning, Definition, Importance of Advertising in Marketing Mix.
- Objectives, Characteristics of advertising.
- Functions of advertising
- Approaches of Advertising - DAGMAR (defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action)
- Role of Advertising in Marketing Mix

2. Classification of Advertising.

3. Advertising Media:

- Role of Media
- Types of media, their advantages; and disadvantages.
- Media planning, selection & scheduling strategies.

4. Advertising Process

- Market analysis
- Establishing the media objective
- Setting the strategy
- Implementation
- Evaluation and follow-up

5. Creative strategy & Advertising Budget:

- The art of copywriting
- Advertising copy testing
- Creativity in communication
- Types of appeals used in advertising
- Advertising budget process.

6. Advertising Agency:

- Definition
- Types of services offered
- Types of advertising agencies, structure of ad agencies, agency selection criterion, current advertising agency's scenario.

7. Sales Promotion:

- Meaning, definition, Importance and scope.
- Objectives of sales promotion.
- Types of Sales Promotion: Consumer oriented sales promotion; trade oriented sales promotion and sales force oriented sales promotion.

8. Other elements of Integrated Marketing Communication

- Personal Selling
- Publicity
- Public Relations

9. Case Study

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Marketing Specialisation

Subject Code: MMM 305

Subject Name: Retail Management

Credits: 03

Core / Elective: Core

No of Hours: 3 hours per week

INTRODUCTION:

The distribution of products begins with the producer and ends at the ultimate consumer. Between the producer and consumer there is a middle man – who is retailer. India has often been called a nation of shopkeepers. This is because, a large number of retail enterprises exist in India. As a massive contributor to our economy, the Retail sector demands diverse skills from the people it employs and therefore various career opportunities and growth.

COURSE OBJECTIVES:

- To introduce students to the fundamental concepts of *Retail*.
- To give an insight about the environment of retailing and consumer behaviour.
- To make students understand creation of business applications to market retail products and services to meet the growing demand of personnel across the globe.
- To provide an insight to the students regarding various issues associated with store operation, visual merchandising, merchandising, inventory management, retail sales etc.

COURSE OUTCOME:

At the successful completion of this certificate course, students will be able to:

- Understand the Organised retail sector and its operations.
- Understand the various strategies involved with the retail sector.
- Learn how to deal with customers and understand their needs to sustain in the market.
- Understanding how to manage retail during crisis.

SYLLABUS

1. Introduction to Retailing:

- Definition, Meaning & Concept of Retailing
- Functions of retailing
- Retail formats and types
- Retailing Channels
- Retail Industry in India, Importance of retailing, Changing trends in retailing.

2. Understanding the Retail Consumer:

- Retail consumer behavior
- Factors influencing the Retail consumer
- Customer decision making process
- Types of decision making
- Market research for understanding retail consumer.

3. Retail Market Segmentation and Strategies:

- Market Segmentation and its benefits
- Retail Marketing strategy

4. Retail Location Selection:

- Importance of Retail locations
- Types of retail locations
- Factors determining the location decision
- Steps involved in choosing retail locations.

5. Merchandise Management:

- Meaning of Merchandising
- Factors influencing Merchandising
- Functions of Merchandising Manager
- Merchandise planning
- Merchandise buying.

6. Retail Operations and Retail Pricing:

- Store administration
- Premises, Inventory and Store Management
- Receipt Management
- Customer service, Retail Pricing, Factors influencing retail prices Pricing strategies, Controlling costs.

7. Emerging trends in retailing: Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MMM 306
Subject Name: Consumer Behaviour
Credits: 03

Core / Elective: Core
No of Hours: 3 hours per week

Introduction:

This course aims at enabling students to understand the various aspects of consumer behavior, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Course Objectives:

1. To understand the conceptual foundations of consumer buying behavior
2. To create awareness of the theories of motivation and perception as applied in consumer behavior
3. To acquaint with the communication and consumer decision making

Course Outcomes:

By the end of the course, students will be able:

1. To understand the conceptual foundations of consumer buying behavior
2. To get aware of the theories of motivation and perception as applied in consumer behavior
3. To acquaint themselves with the communication and consumer decision making

SYLLABUS

Unit – I: Consumer Behaviour and Decision Making: Defining Consumer Behaviour, Nature and Scope of consumer behaviour, Consumer as Decision Makers: Types of Consumer Decisions, Consumer Decision Making Process: Problem Recognition, Information Search, Alternative Evaluation and Selection, Modeling Consumer Decision–Making: Howard–Sheth Model of Buying Behavior, The Nicosia Model, Engel–Blackwell–Miniard Model

Unit – II: Consumer Motivation, needs & goals, positive & negative motivation, theories of motivation, Personality, theories of Personality, the concept of self, Psychographics, Values and Lifestyles.

Unit – III: Consumer perception, learning and attitudes - Consumer perceptions, Learning and attitudes, Diffusion of innovations; the diffusion process, the adoption process, a profile of the consumer innovator.

Unit – IV: Reference Groups, Opinion Leadership and Diffusion of Innovation: Definition and importance of Reference Groups, Defining Opinion Leadership, Characteristics of Opinion Leaders, Types of Opinion Leaders The Diffusion Concept: Innovation, Channels of Communication, Social System, Time a Profile of Consumer Innovator: Innovator as an Opinion Leader and Change Leader

Unit – V: Perception and Learning: Definition of Perception, Elements of Perception: Sensation, Absolute Threshold, Differential Threshold or Just Noticeable Difference (JND), Subliminal Perception, Definition of Learning and Characteristics of Learning, Cues, Response, Reinforcement, Behavioral Learning Theories: Classical Conditioning, Instrumental Conditioning.

References:

1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior', Pearson Education
2. Loudon, D. and Bitta, D., Consumer Behaviour', Tata McGraw Hill
3. Assael, H., Consumer Behaviour in Action', Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F., Consumer Behaviour', Cengage Learning
5. Batra S and Kazmi S, Consumer Behaviour', Excel Books
6. Nair, Consumer Behaviour in Indian Perspective' Himalaya Publications.
7. Peter, P.J. and Olson, J.C., Consumer Behaviour and Marketing Strategy, Seventh Edition, 2005, McGraw-Hill Higher Education.
8. Wells W.D. and Prensky, D., Consumer Behaviour, 1996, John Wiley & sons, Inc.
9. Michael Solomon, Consumer Behaviour: An European Perspective, Prentice Hall, Third Edition

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Marketing Specialisation

Subject Code: MMM 307

Subject Name: International Marketing

Credits: 03

Core / Elective: Core

No of Hours: 3 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 behavior, 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.

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
- 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 III

Finance Specialisation

Subject Code: MFM 304

Subject Name: Advance Financial Management

Credits: 03

Core / Elective: Core

No of Hours: 3 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:

Knowledge:

- To familiarize the students how to interface with accounting and finance departments
- To help students to understand how firms meet their financial objectives utilizing financial decision-making.

Skills:

- To acquaint the students to use financial tools and techniques, which can be used for maximizing value
- To improve decision making skills relating to capital budgeting, capital structure, and working capital management

Attitude:

- To design an appropriate financial strategy using any one or multiple concepts / techniques learned.

COURSE OUTCOMES:

- On completion of this subject students will be able to understand how corporations make important investment and financing decisions, and how they establish working capital policies.
- The course lays a foundation for more complex financial environment
- The course will help any future manager to understand how the finances of a company work and how they will be interfacing with finance.

SYLLABUS

Unit 1 Financial Management

1.1 An Overview- Finance and Related Disciplines

1.2 Scope of Financial Management

1.3 Organizational Goals

1.4 Management of Financial Resources

1.5 Assessment of Organizational Performance and Financial Risk

1.6 Ratio Analysis

Unit 2 Corporate Finance

- 2.1 Capital Budgeting
- 2.2 Corporate Financial Statement
- 2.3 Capital Investment Monitoring
- 2.4 Working Capital management

Unit No. 3 Advanced investment appraisal techniques

- 3.1 Merits & demerits of traditional techniques like NPV and IRR
- 3.2 Discounted cash flow
- 3.3 Application of option pricing theory in investment decisions
- 3.4 Impact of financing on investment decisions and adjusted present value
- 3.5 Valuation and the use of free cash flows
- 3.6 International investment and financing decisions

Unit No. 4. Business reorganization & financial reconstruction

- 4.1 Business Re-Organization - Meaning and Types
- 4.2 Acquisitions and mergers
- 4.3 Divestments, Demergers and Spin-Offs, Management Buy-Outs and Buy-Ins
- 4.3 Firm Value - Reconstruction Schemes - Types of Financial Reconstruction - Financial Reconstruction and Firm Value - Leveraged Buy-Outs – Market Response to Financial Reconstruction

Unit 5 Special aspects of Financial Management

- 5.1 Advising Board of Directors
- 5.2 Best Practice in Financial Management
- 5.3 Inter- connectedness of Functional Areas
- 5.4 Resolution of Stakeholder Conflicts
- 5.5 Ethical Financial Policy for Financial Management
- 5.6 Sustainability and Environment Issues
- 5.6 Integrated Reporting and Governance.

Reference Books:

- Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi.
- Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi.
- Gitman, L.J: Principles of Managerial Finance; Addison Wasley.
- Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi.
- Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi.
- Kishore Ravi, M: Financial Management; Taxman.
- Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi.
- Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Finance Specialisation

Subject Code: MFM 305

Core / Elective: Core

Subject Name: Security Analysis and Portfolio Management

No of Hours: 3 hours per week

Credits: 03

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.

SYLLABUS

Unit 1: Introduction: Introduction to Securities- Investment vs Speculation, The investment process, investment categories, various investment avenues, objectives and constraints.

Unit 2: Capital Market: Primary & Secondary, Equity & Debt, Options, Futures

Unit 3: Risk and return: Security returns, Types of risk, Risk in contemporary mode, using Beta to estimate return, calculating expected return and risk,

Unit 4: Bond Analysis- markets for debt securities, specialized bonds, Bond returns and

prices, Systematic Risk in Holding Fixed-income securities

Unit 5: Technical Analysis: The Dow Theory, Types of charts, price patterns, trend lines.

Unit 6: Efficient Market theory: Fundamental and Technical Analysis, Random Walk.

Unit 7: Portfolio Selection- Risk & Investor preferences, selecting the 'best' portfolio, Simple, Sharpe portfolio optimization, significance of beta in the portfolio, traditional portfolio selection, Portfolio selection and diversification, The Sharpe and risk function, Random walk and Martingale Model, Size of portfolio, Selection basis and readjustments Timings of disinvestments.

Unit 8: Capital Market theory: CAPM, arbitrage pricing theory, Utility Theory, Portfolio theory, Multi-factor Models

Books recommended:

1. Investment Analysis and Portfolio Management by Prasanna Chandra
2. Investments by Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty
3. Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan
4. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, TMH, New Delhi,

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

FINANCE SPECIALISATION

Subject Code: MFM 306

Core / Elective: Core

Subject Name: Risk Management

No of Hours: 3 hours per week

Credits: 03

COURSE OBJECTIVES:

Knowledge:

- To familiarize the students how to interface with accounting and finance departments financial risk firms meet their financial objectives utilizing financial decision-making.
- To provide an in-depth knowledge of the most recent risk identification, evaluation and management techniques.

Skills:

- To formulate the strategies to overcome with different types of risks
- To examines modern techniques for managing financial risks

Attitude:

- To identify potential problems before they occur and have a plan for addressing them.

COURSE OUTCOMES:

On completion of this subject students will be able

- Exemplify the financial risk management processes, frameworks.
- Classify various risks associated with enterprise, banks, insurance etc.

SYLLABUS

Unit 1: Basics of Risk Management:

1.1 Introduction : Definitions of risk, Types of risks, Risk description, Inherent level of risk, Impact of risk on organizations, Impact of hazard risks, Risk and uncertainty, Principles of risk management, Importance of risk management, Risk management process, and Risk management framework.

1.2 Financial Risk Management: Concept, Importance, Scope, Process of financial risk management.

Unit 2: Risk & Volatility Measurement:

2.1 Need of risk management , role of rate and price in determination of risk

2.2 Factors that impact financial rates and price: Interest rates, Foreign Exchange Rates, Commodity Price, Operational Risk; Market Data Analysis, Probability and Distributions of asset prices, measuring return and risk,

2.3 Modeling Risk Factors, Using implied volatility in Value-at-Risk measures

2.4 Measuring risk using Value-at-Risk, concept and computation of VAR using variance- covariance approach

2.5 Calculating portfolio risk of more than one Assets

2.6 Historical simulation & multifactor VaR, Marginal and relative VaR, expected shortfalls, treasury applications.

2.7 Concept & need of volatility measurement, The issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters

and the issue of time varying volatility.

Unit 3: Risk Management in Banking:

3.1 Concepts, Risk management structure in bank, Credit risk management, liquidity risk, interest rate risk, counterparty risk, market risk, environmental risk, currency risk, legal & regulatory risk, rating risk, pricing risk & capital allocation risk,

3.2 Loan review, NPA management,

3.3 Risk in investment banking, capital risk.

3.4 Basel committee norms for banking.

3.5, Financial risk management using derivatives and insurance.

Unit 4: Risk Management for Enterprise:

4.1 Concept, scope, enterprise risk, approaches for corporate risk management, ERM, Types of enterprise risk: technology risk, business strategy risk, legal and regulatory risk, product liability risk.

4.2 Risk Management In Insurance: Introduction, Functions & Types of risk: Actuarial Risk, Asset liability risk, risk and capital, management of underwriting risks, investment risk, Investment management by insurers, investment risk management framework & policies.

Unit 5: Credit Risk Basics:

5.1 Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR.

5.2 Currency risk analysis: Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian Forex markets, forwards and non-deliverable forwards, cross-currency risk analysis

Books recommended:

- Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 2008
- An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons.
- Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007
- Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005.
- Value at Risk by Jorion, Philippe, McGraw Hill.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

FINANCE SPECIALISATION

Subject Code: MFM 307

Core / Elective: Elective

Subject Name: International Financial Management

No of Hours: 3 hours per week

Credits: 03

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:

Knowledge:

- To impart knowledge of International Finance.

Skills:

- To understand and acquire the skills required for decision making
- To develop analytical skills required for global financial markets and to understand the determination of exchange rates and role of international monetary system.

Attitude:

- To enable the students to establish measurable financial goals and realistic plan to achieve them in International market.

COURSE OUTCOMES:

After this course students should be able:

- To understand the objectives of International Finance
- To understand the role of International Finance in today's world.
- To understand the relevance of International Finance in India identify the important elements of International Finance.

SYLLABUS

Unit 1: Introduction to International Finance

- 1.1 Meaning, Features & Importance International Finance
- 1.2 Emerging challenges in the field of International Finance
- 1.3 Recent changes in global financial markets
- 1.4 Foreign exchange markets
- 1.5 Exchange rate definitions
- 1.6 Spot and forward rates
- 1.7 Alternative exchange rate regimes

Unit 2: Exchange Rate Determination

- 2.1 Theories and models of exchange rate
- 2.2 Asset market model
- 2.3 Current account monetary model
- 2.4 Capital account monetary model

- 2.5 Portfolio balancing model
- 2.6 Exchange rate of rupee
- 2.7 Recent trends; convertibility of Indian rupee
- 2.8 LIBOR, EURIBOR

Unit 3: International monetary system

- 3.1 Brief history; features;
- 3.2 Present exchange rate system reforms of international monetary system
- 3.3 European monetary system
- 3.4 ADB, IBRD and IMF: functions
- 3.5 Special schemes of lending
- 3.6 Conditionality of IMF lending
- 3.7 IMF role international liquidity
- 3.8 SDRs, international financial markets and instruments.

Unit 4: Balance of Payments

- 4.1 Meaning; accounting principles
- 4.2 Valuation and timing
- 4.3 Components; deficit and surplus;
- 4.4 Macro-economic factors affecting exchange rate
- 4.5 Some open economy identities; open economy multipliers

Unit 5: Currency Derivatives

- 5.1 Futures, options and swaps
- 5.2 Currency futures and currency forwards
- 5.3 Swap market
- 5.4 Currency swap & Interest swaps
- 5.5 Swap agreement
- 5.6 Exchange rate risks and risk management tools
- 5.7 Hedging & forward deals.
- 5.8 Incorporation

Unit 6: International Projects and Multinational Groups

- 6.1 Strategies and Objective of Multinational Groups
- 6.2 Organisations of Multinational Groups
- 6.3 Criteria used in Evaluation of Multinational Groups
- 6.4 Different Types of Projects
- 6.5 Importance and Participants of International Project Financing
- 6.6 Risk in International Projects.

Reference Books:

- Alan C. Shapiro; "Multinational Financial Management", Prentice Hall of India; New Delhi.
- Apte. P.G., "International Financial Management", Prentice Hall of India; New Delhi
- Arthur Stonehill., International Finance, Pearson Education Asia, Delhi.
- Cheol S Eun and Bruce G. Resnick, International Financial Management; Irwin McGraw Hill, New York.
- Keith Pilbeam: "International Finance", Palgrave, New York.
- Soderston B.O., "International Economics", Macmillan, London.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester I

Subject Code: MHRM 304

Subject Name: Training and Development

Credits: 03

Core / Elective: Elective

No of Hours: 3 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

SYLLABUS

Unit 1: Introduction to Training and Development

Meaning and Definition, Nature, Importance, Inputs of Training & Development. Skills, education, development in training.

Unit 2: Process of Training

- 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

Unit 3: Methods of Training

Introduction, Traditional training methods & Modern training methods, advantages & disadvantages of various methods. Use of new Technologies for Training Delivery, technology's Influence on Training.

Unit 4: Trainers and Training Styles

Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work; Use of Training Partnerships and Outsourcing Training

Unit 5: Training Evaluation

Training Evaluation – Meaning, Reasons for Evaluating Training and significance of training evaluation, data collection for training evaluation, Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick’s Evaluation Model.

Books Recommended:

- Naik, G. P., “Training and Development: Text, Research and Cases”, Excel Books.
- Sahu R. K., “Training for Development”, Excel Books, New Delhi.
- Taylor B. & Lippitt G., “Management Development and Training Hand Book”, McGraw-Hill, London.
- Deb, Tapomoy, “Training & Development: Concepts & Applications”, Ane Books.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MHRM 305

Core / Elective: Elective

Subject Name: Performance Management

No of Hours: 3 hours per week

Credits: 03

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:

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

Unit 1: Introduction to Performance Management System

- Definition, scope, objectives
- Historical developments in Performance Management
- Performance appraisal Vs. Performance Management
- Performance Management Vs. Human Resource Management
- Processes for managing performance

Unit 2: Performance Management Process

- Performance planning Setting objectives
- Organizational and individual performance plans
- Components of Manager's performance and development plan - setting mutual expectations and performance criteria.

- Performance Managing - Objectives of performance managing, Process of performance Managing, Importance of performance managing.
- Performance Appraisal - Objectives of performance Appraisal, Process of performance appraisal, Types of Performance appraisal, achieving effective Performance appraisal.

Unit 3: Implementing Performance Management

- Strategies for effective implementation of performance management
- Building Performance oriented Work culture
- Factors affecting effective use of performance management-Corporate culture, alignment, Review and update

Unit 4: Reward for Performance

- Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System
- Performance Management Pitfalls and Remedies, Limitations,
- Shortcoming or efficiencies of performance appraisal,
- Guideline for performance appraisal and good practices

Unit 5: Ethics in Performance Management

- Ethical Performance Management Definition, Objectives and Significance of Ethics in performance Management,
- Ethical issues and dilemmas in Performance Management,
- Ethical Strategies in Performance management,
- Performance Management in Multinational Corporations

Books Recommended:

- Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong. Third Edition
- Human Resources Management – Gary Dessler & Biju Varkkey, 11th Edition.
- Performance Management, MACMILAN, India Prem Chandra
- Performance Management and Appraisal system, ‘HR Tool for Global Competitiveness’, Response Book – SAGE, T.V. Rao,
- Managing Human Resources, TATA McGraw-Hill Edition, Wayne F. Casio.

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MHRM 306

Core / Elective: Elective

Subject Name: Labour Laws and Industrial Relations

No of Hours: 3 hours per week

Credits: 03

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

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

SYLLABUS:

1. Industrial Dispute Act

- Object
- Definitions- Wages and Authorities
- 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. Minimum Wages Act

- Objects and Scope
- Fixation of Minimum Wages
- Authorities

4. Payment of Wages:

- Objects and Scope
- Deductions
- Authorities

5. Payment of Bonus Act

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

6. Payment of gratuity Act

- Object
- Payment of gratuity
- Nomination of gratuity

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MHRM 307

Core / Elective: Elective

Subject Name: Strategic Human Resource Management

No of Hours: 3 hours per week

Credits: 03

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

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

SYLLABUS

Unit 1: Introduction to Strategic HRM

Nature and Significance, Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic Management Model and components,

Unit 2: Challenges in Strategic Human Resource Management

Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity.

Unit 3: Human Resource Strategy (HRS)

Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation.

Unit 4: Strategic Human Resource Processes

Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses.

Unit 5: Strategy Formulation

Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; Role of SHRM in Mergers and Acquisitions, Managing Change.

Reference Books:

1. Strategic Human Resource management, Das Pulak, Cengage Learning
2. Strategic Human resource management, Charles R. Greer, Pearson
3. Strategic HRM, Jaffrey A Mello, Cengage Learning

Tilak Maharashtra Vidyapeeth, Pune
Syllabus - MBA – Semester III

Subject Code: MBA 308-A

Core / Elective: Elective

Subject Name: Japanese-III

No of Hours: 3 hours per week

Credits: 03

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.

SYLLABUS:

Course Details –

- Lesson Number 05-07 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 III

Subject Code: MBA 308- B

Core / Elective: Elective

Subject Name: German-III

No of Hours: 3 hours per week

Credits: 03

INTRODUCTION:

Germany is the capital of major international corporations such as Adidas, Lufthansa, Volkswagen, Bosch, BMW and Mercedes. Additionally, Berlin is becoming a centre for innovation and start-ups, and is being dubbed as the ‘Silicon Valley of Europe’. Learning German Language will boost the career and employability opportunities of students who wish to work in a multinational corporation or seek overseas opportunities. The course is suitable for beginners or who have studied basics of German language in school.

COURSE OBJECTIVES:

- To help students to be able to have a basic conversation in German language.
- Develop Listening, Reading, Writing and Speaking Skills in German language.

COURSE OUTCOMES:

- Students will analyse relevant topics in written and spoken form in German language.
- Students will demonstrate, at a minimum, the Intermediate level of proficiency in speaking German language.

SYLLABUS

Unit 1: The usage of dictionary and office supplies with its colours.

Unit 2: Understanding basic email with request of assignment.

Unit 3: Understanding a computer problem over a telephonic conversation.

Unit 4: Writing email related to an assignment with the aid of provided sentences.

Unit 5: Understanding an order sheet and suggesting, agreeing, declining and ordering office furniture

Unit 6: Understanding a private email about the new work place and a private situation

Unit 7: Understanding a SMS-Reply and a company flier

Book referred– DaF im Unternehmen A1



**Tilak Maharashtra Vidyapeeth,
Pune.**
DEPARTMENT OF MANAGEMENT

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MBA401**

Core / Elective: Core

Subject Name: Business Environment

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

The goal of this course is to familiarize students with the numerous aspects that have a significant impact on business and its surroundings. This course aims to make students aware of the value implications of environment on business, generally, in this rapidly changing environment of such enormous dimensions. This course's primary focus is on state planning and policies, economic trends, and the 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.

SYLLABUS

Unit 1 Introduction to International Business Environment

Definition and overview of International Business, features of International Business, importance of international business, difference between Domestic business and International Business

Unit 2 External (Macro) Business Environment

Approaches to International Business, theories of International Business, Elements of external business environment –Economic environment, Political environment, Legal environment, Technological environment, Socio-Cultural environment

Unit 3 Globalization

Definition and meaning of Globalization, need for globalization, features of globalization, advantages and disadvantages of globalization, process/ stages of internationalization.

Unit 4 Modes of entry into international business

Concept, Advantages and Disadvantages of - Exporting and Importing, Contract Manufacturing, Licensing, Franchising, Joint ventures, Mergers and Acquisitions, Wholly owned subsidiaries, Turnkey projects

Unit 5 Trade Barriers

Concept of Trade barriers, Forms of Tariff barriers like specific duty, ad valorem duty, compound duty, countervailing duty; Non-tariff barriers like quotas, voluntary export restraint, trade embargo, technical barriers; anti-dumping. General agreement on tariffs and trade, establishment of W.T.O

Unit 6 Regional Integrations

Concept of Trade Blocs, economic integration, Types of economic integration – Preferential trade area, free trade area, Custom union, Foreign Exchange market, and Common market, NAFTA, European Union, SAARC, ASEAN, TRIPs and TRIMs

Books recommended:

1. Francis Cherunilam, BUSINESS ENVIRONMENT, Himalaya Publishing House, Mumbai
2. K. Aswathappa, BUSINESS ENVIRONMENT FOR STRATEGIC MANAGEMENT, Himalaya Publishing House, Mumbai
3. K. Aswathappa, INTERNATIONAL BUSINESS, Tata McGraw Hill
4. Dr. P. Subba Rao, INTERNATIONAL BUSINESS, Himalaya Publishing House
5. V.K. Bhalla & S. Shiva Ramu, INTERNATIONAL BUSINESS ENVIRONMENT & MANAGEMENT, Anmol Publication Pvt. Ltd, New Delhi
6. K. Aswathappa, BUSINESS ENVIRONMENT FOR STRATEGIC MANAGEMENT, Himalaya Publishing House, Mumbai

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MBA402**

Core / Elective: Core

Subject Name: Corporate Policies and Strategic Management

Credits: 03

No of Hours: 3 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

SYLLABUS

- | | |
|---------------|--|
| Unit 1 | Introduction to Business Policy and strategic management
Concept of Business policy, strategic management, evolution of strategic management, importance of strategic management, difference between business policy and strategic management, competitive advantage |
| Unit 2 | Strategic management process
Components of strategic management process, Levels of strategy, strategic direction, vision mission, business definition, goals and objectives |
| Unit 3 | Analyzing Company's external environment
Environmental appraisal using PESTEL analysis, Michael Porter's 5 forces model of competition, environmental threat and opportunity profile (ETOP), value chain analysis |

Unit 4**Corporate Portfolio Analysis**

Business portfolio analysis using BCG matrix, GE Nine cell model, generic competitive strategies – low cost, differentiation and focus strategy, concept of strategic business unit

Unit 5**Grand Strategies**

Concept of Grand strategy, major strategy options – Stability strategy, Growth strategy, retrenchment strategy and combination strategy.

Unit 6**Recent Developments**

Balance score-card, Corporate Social Responsibility, Business ethics, Red ocean and Blue ocean strategy, McKinsey 7-S Model

Books recommended:

1. Business Policy and Strategic Management by AzharKazmi
2. Business Policy and Strategic Management by Gupta Gollakota and Srinivasan
3. Business Policy and Strategic Management by Garg, Chauhan, Purohit and Pareek
4. Business Policy and Strategic Management by Dr. M. J. Mathew
5. Strategic Management and Business Policy by Wheelen, Hunger and Rangarajan
6. Business Policy and Strategic Management by P. SubbaRao

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MBA403**

Core / Elective: Core

Subject Name: Operations Research

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

Operations Research is the application of scientific methods to improve the effectiveness of operations, decisions and management. Today, Operations Research has become a professional discipline which deals with the application of scientific methods for making decision, and especially to the allocation of scarce resources. The main purpose of O.R. is to provide a rational basis for decisions making in the absence of complete information, because the systems composed of human, machine, and procedures may do not have complete information. Operations Research can also be treated as science in the sense it describing, understanding and predicting the systems behaviour, especially man-machine system

COURSE OBJECTIVES:

The objective of this course is to teach the application of various optimization methods in different business situations.

COURSE OUTCOMES:

On having completed this course student should be able to:

- CO1** Develop resource optimization models for improving organizational profitability
- CO2** Apply work allocation model for employees and machines to optimize resources
- CO3** Design models to support strategic decision making based on competitive situations
- CO4** Devise models to predict performance of business in real world
- CO5** Asses market trends in the economy using probabilistic models

SYLLABUS

- Unit 1** Introduction to Operations Research and Decision theory
- Unit 2** Transportation and Assignment (Theory and Problems)
- Unit 3** Replacement theory & problems, Simulation theory, Monte-Carlo simulation
- Unit 4** Queuing Theory and problems, Game Theory and problems
- Unit 5** Programme Evaluation and Review Technique (PERT)and Critical Path Method (CPM) (Theory and Problems)

Reference Books

1. Vohra N D (2010). Quantitative Techniques in Management (4 ed.). New Delhi: McGraw Hill Ed.
2. Hillier, F. S. & Hillier, M.S. (2014). Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, 5/e. New Delhi: McGraw-Hill Education.
3. P. Rama Murthy (2010) Operations Research, New Age International publishers, 2nd edition
4. Taha, H.A. (2017). Operations Research: An Introduction (10th Edition). Noida: Pearson India Education Services Pvt. Ltd.
5. Gupta PremKumar and Hira D. S. (2012). Operations Research, S. Chand publishers, New Delhi.

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MMM 404**

Core / Elective: Core

Subject Name: Brand Management

Credits: 03

No of Hours: 3 hours per week

Introduction

The course emphasizes on fundamental elements of understanding branding, developing and managing a brand as well as more advanced and specialized brand management topics that will give students a well-rounded understanding of the challenges involved in integrating the brand into overall marketing and business 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.

SYLLABUS

Unit 1: Brand: Meaning, Definition and Significance of Branding; Types of Brands, Advantages and Disadvantages of Branding.

Unit 2: Concepts in Branding: Brand Hierarchy, Brand personality, Brand Image, Brand Identity, Brand Positioning.

Unit 3: Brand Strategies: Concept and types of branding strategies. Steps in brand development, Brand Extension, Ethics in Branding.

Unit 4: Brand loyalty and Brand Equity: Concept, Factors affecting brand loyalty; Benefits of brand loyalty- Types of Customer Brand Loyalty; Building brand loyalty - Brand Positioning and Brand Associations.

Unit 5: Managing Brand: Brand Performance, Evaluation of Brands.

Unit 6: Case Studies

Books recommended:

Branding Concepts and Process by Pati D, Publisher: Macmillan

2. Creating Powerful Brands by McDonald Malcolm and De Chernatony L,
Publisher: Amazon.Co.UK

3. Brand Positioning by Subroto Sen Gupta, Publisher: Tata McGraw-Hill

4. Product Management in India by R. C. Majumdar, Publisher: Prentice-hall of
India Pvt Ltd.

5. Managing Indian Brands by S R Kumar, Publisher: Wharton School Publishing

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MMM 405**

Core / Elective: Core

Subject Name: Service Marketing

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

Services have played a vital role in the significant developments in the global economy that have occurred since the turn of the century. In India, services make up roughly 60% of the GDP and are constantly expanding. Banks and other financial institutions, ITES, telecommunication, IT, and tourism are a few of the industries that have made a substantial contribution to the growth of the economy. The topic would assist managers in dealing with the difficulties of service management and the abilities related to the service sector, which, based on current trends, are essential today.

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.

SYLLABUS

Unit 1: Introduction to Services: Meaning and Definition of Services, Growing Importance of Services,

Unit 2: Characteristics of Services: 4-I and 1-O, Goods Vs Services

Unit 3: Service Marketing Mix: Product, Price, Place, Promotion, Challenges in Marketing of services

Unit 4: Extended Service Marketing Mix: PEOPLE, PHYSICAL EVIDENCE, PROCESS

Unit 5: Managing Service Quality: Significance of services quality,Service quality Gap Model,, Gringos Model of service quality (Internal marketing, external marketing and Interactive marketing).

Unit 6: Case Studies

Books recommended:

1. Service marketing-The Indian Context: R. Shrinivasan; Publisher: PHI Learning.
2. Govind Apte: Services Marketing, Oxford Press, 2011K.
3. Rama Mohana Rao, Services Marketing, Pearson, 2e, 2011.

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MMM 406**

Core / Elective: Core

Subject Name: Sales and Distribution Management

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.

COURSE OBJECTIVES:

- To enrich students with the dynamics of sales & its strategy for accomplish
- To teach various functions of distribution, service outputs to be delivered by organizational goal.
- To teach distribution channels, 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 Sales force management and Distribution channels.

To enrich students with the dynamics of sales & its strategy for accomplish To teach various functions of distribution, service outputs to be delivered by•organizational goal. marketing channel for mass coverage and

in international market.

SYLLABUS

Unit 1: Introduction to Sales Management: Introduction to sales management, importance of sales management, sales organization, Personal selling - nature & objectives, Personal selling process

Unit 2: Planning the Sales Effort: Sales planning and Budgeting, Sales forecasting methods, Setting the sales territory & salesquotas, Role and competencies of Sales Manager

Unit 3: Sales Force Recruitment and Selection process: Recruitment of sales personnel, sources of recruitment, Sales force training, importance of training programmes, methods of training, Motivation and compensation of sales Personnel, Objectives of compensation, Designing An Effective Sales Compensation Plan.

Unit 4: Distribution Management: Marketing Channels: Definition, Role of channel members in distribution, Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management, Wholesaling: Concept, Importance, Functions, Wholesaler Decisions , concept of retailing

Unit 5: Channel Institutions & Control: Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issues. Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance

Unit 6: Trends in Sales & Distribution: Customer Relationship Management, Sales automation, use of social media in sales management, e-commerce, use of drones as delivery mechanism.

Reference Books:

1. Havaladar, Sales and Distribution Management: Text and Cases, Tata McGraw Hill Edition
2. Chunawala S A, Sales Management, Himalaya Publications
3. S.L. Gupta , Sales and Distributions Management , Excel Books
4. P.K. SahirKishor C Raut, Sales and distribution management, VidyaVikas
5. Krishna Hawaldar V M Kaule, Sales and distribution management, Tata McGraw Hill
6. Bhat K. S, Sales & Distribution Management, Himalaya Publications

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MMM 407**

Core / Elective: Core

Subject Name: Rural Marketing

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

Rural marketing has become a significant internal sub-division within the marketing field particularly in the setting of a significant rural economy like India. Nearly half of India's GDP comes from the rural sector, which is expanding steadily. As a result, businesses are revamping some of their products to be more affordable for rural consumers. Students studying management who want to enter this developing field of marketing would benefit from having an understanding of a more comprehensive view on rural marketing that takes into account the rural marketing environment, consumer behaviour, STP approach, and pricing.

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:

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

SYLLABUS

Unit 1 Introduction to Rural Marketing

Definition and Concept of rural marketing, features and scope of rural marketing, Importance of rural marketing, Rural V/s Urban mindsets, Indian

scenario of rural marketing.

Unit 2 Aspects of Rural Marketing

Difference between rural markets and urban markets, Problems and opportunities in rural marketing, marketing mix in rural marketing (4 A's of rural marketing), profile of a typical rural consumer (rural consumer behavior)

Unit 3 Rural Market Segmentation

Bases for market segmentation – Geographic, Demographic, Psychographic, Behavioural Segmentation, Multi variable segmentation, concept of regulated markets in rural areas

Unit 4 Rural Marketing Strategies

Features and strategies of marketing of FMCG, Durable goods & Services (Banking & other financial services) in rural markets, Rural marketing strategies related to product, pricing, promotion, packaging, distribution

Unit 5 Rural Retailing

Development & Growth of organized retailing, types of retail outlets & role of retailers, problems of rural retailers, rural malls & e-rural marketing (Innovative practices in rural retailing in India like Hariyalikisaan bazaar, ITC's e-choupal initiative, HUL's project Shakti, TriveniKhushali Bazaar Godrej Aadhar, etc)

Unit 6 Co-operative Marketing

Concept of co-operative marketing in India, Importance of co-operative marketing, Obstacles faced in co-operative marketing, Structures of few co-operative marketing societies in India like NAFED, MARKFED, etc Concept of public distribution system, Introduction to agricultural credit in India

Reference Books :

1. Badi&Badi, Rural Marketing, Himalaya Publishing House,
2. T. P. Gopalswamy , Rural Marketing : Environment, Problems and Strategies VidyaVikas
3. K.S. Habiburahaman, Rural Marketing in Indian, Himalaya Publication
4. Krishnamacharyullu&Ramakrishnan, Rural Marketing : Text & Cases , Pearson
5. Dogra&Ghuman, Rural Marketing – Concepts & Practices, Tata McGraw Hill
6. Bir Singh, Rural Marketing, Anmol Publications
7. PradeepKashyap, Rural Marketing, 2e, Pearson

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MFM 404**

Core / Elective: Core

Subject Name: Business Acquisitions and Valuation

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

This course explores legal issues related to corporate mergers and acquisitions. Topics covered include acquisition structures and mechanics, shareholder voting and appraisal rights, board fiduciary duties, federal securities law requirements, anti-takeover defenses, accounting and tax issues, and antitrust considerations.

Course Objectives:

- (1) understand the role of mergers and acquisitions in firm's strategy
- (2) know the main concepts related to managing mergers and acquisitions, and
- (3) be able to apply common frameworks and tools related to mergers and acquisitions.

Course Outcomes:

Comprehend the basics of Merger & Acquisition law

- Decipher Merger & Acquisition documents and provisions
- Apply language from statutes, organizational documents and contractual provisions in the Merger & Acquisition context
- Engage in the planning and problem-solving involved in an Merger & Acquisition practice earning various skills such as teamwork, decision-making, information management, and advocacy and articulation.

SYLLABUS

Unit 1: Corporate Strategy and Value creation

Unit 2: Introduction to Mergers and Acquisitions - Types of Mergers

Unit 3: Reasons for Mergers and Acquisitions

Unit 4: Mergers and Acquisitions process

Unit 5: Post merger valuation

Unit 6: Creating value with Mergers and Acquisitions (Synergy, valuation assumptions, valuation methods)

Books recommended:

1. McKinsey&Company; T. Copeland, T. Koller, M. Goedhart, D. Wessels. Valuation: Measuring and Managing the Value of Companies 4th Edition.
2. John Wiley and Sons, New Jersey, 2005.
3. Rudyk N.B. Metody zashity ot vrazhdebnogo poglisheniya. M.: Delo. 2006.
4. Vachon D. Mergers and Acquisitions. Riverhead, 2007

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MFM405**

Core / Elective: Core

Subject Name: Taxation Laws and Practices

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

It is imperative that everyone shall know the law, and ignorance of the law is not an acceptable defiance. Law oversees and manages human behaviour on the outside. Laws and regulations must be followed when conducting human affairs. Business law, a subset of general law, governs and oversees business dealings including entrepreneurs, merchants, importers, exporters, customers, etc. The general principles of Contract (Contract Act), Law of Agency, Sales of Goods Act, Partnership, and Company Law make up the current business legislation.

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.

SYLLABUS

1. Introduction and Basic Concept of tax (Theory)
 - Assessment Year
 - Previous Year
 - Person
 - Assessee
 - Charge of Income tax
 - Gross Total Income

2. Income from Salary

3. Income from House Property

4. Income from Business or Profession

5. Deductions from Gross Total Income (80C, 80CCC & 80CCD)

6. Introduction to GST

Books recommended:

1. Students Handbook on Taxation by T.N.Manoharan; Published by Snow White
2. Income Tax including GST by V.K.Singhania; Published by Taxman
3. All latest articles related to Taxation and Law

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MFM406**

Core / Elective: Core

Subject Name: Financial Decision Analysis

Credits: 03

No of Hours: 3 hours per week

Course Objectives:

The objectives of this course is

Knowledge:

- To give the students an intensive knowledge of the finance function in specified decision areas
- To introduce various tools for conducting financial analyses that will support management decision-making.

Skills:

- To to discussions on the interpretations of outcomes, the complex interrelationships involved and the implications of an uncertain decision-making environment.
- To capture the financial perspective of Strategic thinking that underlies management decision-making.

Attitude:

- To design an appropriate financial strategy using anyone or multiple concepts/ techniques learned.
- To evaluate risk and provide appropriate solutions

Course Outcomes:

On successfully completing the module students will be able to:

- Structure, develop and defend complex and original arguments.
- Critically analyse structured and unstructured problems.
- Apply quantitative techniques for solving complex problems within a finance context.
- Communicate effectively, using appropriate formats

SYLLABUS

Unit 1 : NATURE OF FINANCIAL DECISION ANALYSIS

- 1.1 Meaning and concept of financial analysis
- 1.2 Objectives and importance of financial analysis
- 1.3 Parties interested in financial analysis
- 1.4 Types of financial analysis
- 1.5 Major financial decision areas
- 1.6 Ratio analysis and performance: management's point of view, owner's point of view, lender's point of view
- 1.7 Basic factors influencing financial decisions
- 1.8 Financial Projection- meaning and utility of financial projection, techniques of financial projections; Sustainable growth and proforma forecasts
- 1.9 Financial Information System: nature of financial information system, role of financial information system in decision making, designing suitable financial information system.

Unit 2 : RISK ANALYSIS

- 2.1 Concept of certainty, risk and uncertainty; Causes of risk;
- 2.2 Types of risk; Risk- return relationship; Measurement of risk
- 2.3 Utility theory and risk analysis in investment decisions
- 2.4 Cost of uncertainty; Decision tree analysis;
- 2.5 Capital Asset pricing Model; Capital market line; Security market line, Asset pricing implications of CAPM
- 2.6 Markowitz model; Economic value added and investment analysis

Unit 3 :PORTFOLIO AND INSTITUTIONAL MONEY MANAGEMENT

- 3.1 Institutional investors
- 3.2 Portfolio management services
- 3.3 Errors of the investment industry
- Guidelines for investment decisions- the ten commandments; Guidelines for equity investing; Specification of investment objectives and constraints;
- 3.4 Quantification of capital market expectations
- 3.5 Asset allocation- strategic asset allocation; Asset allocation in response to evolving market
- 3.6 Equity portfolio management strategies; Bond portfolio management strategies

Unit 4:PROFIT PLANNING AND BUSINESS TAXATION

- 4.1 Concept of profit planning; Basics of profit planning; Approaches to profit planning
- 4.2 Strategy and Financial planning
- 4.3 Capital expenditure decisions; meaning, nature , importance, factors affecting capital expenditure decisions, techniques
- 4.4 Project financing
- 4.5 Taxation and specific management decisionsscope of tax planning in India; taxation and make or buy decision, taxation and capital structure policies, taxation and dividend decisions.

Reference Books:

- Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi.
- Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi.

- Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi.
- Gitman, L.J: Principles of Managerial Finance; Addison Wasley.
- Kishore Ravi, M: Financial Management; Taxman.
- Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi.
- Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi.
- Atrill, P. & McLaney, E. (2017) Accounting and Finance for Non-Specialists 10th edn., Pearson Education. ISBN 9781292135601
- Watson, D and Head, A (2016), Corporate Finance: Principles and Practice, 7th Edition, Financial Times/Prentice Hall. ISBN 9781292103037

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MFM 407**

Core / Elective: Core

Subject Name: Management of Financial Institutions

Credits: 03

No of Hours: 3 hours per week

Introduction:

The administration of financial institutions and intermediaries is introduced in this course. The course focuses on the significance of making sure institutions have effective organisational functioning to handle the various forms of risk they may be exposed to. The concept of the firm as a legal entity and how financial institutions have unique regulations related to this are first explained to students. The course then looks at the fundamentals of good organisational structure, rules, and practices for successful risk management, as well as how to handle the natural departmental interrelationships. 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:

The objectives of this course is

Knowledge:

- To provide students with conceptual and pragmatic frameworks of issues confronting Managers of Financial Institutions.
- To attain knowledge about various types of financial institutions
- To be familiar with some public policy concerns.

Skills:

- To be competent to handle operations of financial institutions
- To evaluate available options in the interest of institutions

Attitude:

- To achieve conceptual clarity, application of principles & techniques, evaluation skills etc.
- To learn application of knowledge concepts to actual market scenario

Course Outcomes:

On successfully completing the module students will be able to:

- Understand mechanism of different types of financial institutions
- Communicate effectively, using appropriate formats

SYLLABUS

UNIT 1 : INTRODUCTION

1.1 Concept of Financial System

1.2 Functions of financial system and its components

1.3 Economic Development and Financial System

1.4 Growth of Indian Financial System – Pre-1951 Scenario, 1951 to Mid-Eighties, Post Mid-Eighties and Present Position.

UNIT 2 : FINANCIAL MARKETS:

2.1 Capital Market : Concept; Structure and Functions of Capital Market; Primary Market – Concept, Instruments of Issue and Methods of Floatation; Secondary Market – Concept, Market Players, Trading System and Settlement.

2.2 Money Market : Emerging Structure of Indian Money Market; Instruments of Money Market (money at call, treasury bill, certificates of deposits, commercial papers.); Money Market Mutual Funds – An Overview and RBI's Regulatory Guidelines; Government – Edged (Govt.) Securities Market-An Overview; Commercial Banks – Role in Industrial Finance and Working Capital Finance.

UNIT 3 : FINANCIAL INSTITUTIONS :

3.1 Definition, types, role in economic development

3.2 Commercial banks: emergence of private sector bank after liberalization, financial innovation in commercial banks

UNIT 4 : REGULATORY FRAMEWORK :

4.1 Company Law Regulations – Share Capital and Issue of Shares, Prospectus and its Form; Securities Contract (Regulation) Act-Stipulations Relating to Constitution of Recognised

4.2 Stock Exchanges and Listing of Securities; Securities and Exchange Board of India (SEBI) – Introduction and an Overview of its Powers and Functions.

UNIT 5 : INSTITUTIONAL STRUCTURE

5.1 Development Banks - IFCI, ICICI, SFCs and IDBI; Investment Institution – UTI and Other Mutual Funds

5.2 Insurance Organisations – Life Insurance Corporation of India and General Insurance Corporation of India.

Reference Books:

- Investment and Securities markets in India, Himalaya Publications, Delhi.
- Bhole, L. M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
- Ghosh, D : Banking Policy in India, Allied Publications, Delhi.
- Giddy, I.H. : Global Financial Markets, A.I.T.B.S., Delhi.
- Khan, M.Y. : Indian Financial System, Tata McGraw Hill, Delhi.
- Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
- Varshney, P.N. : Indian Financial System, Sultan Chand & Sons, New Delhi.
- Srivastava R.M. : Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
- Verma JC : Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MHRM 404**

Core / Elective: Core

Subject Name: **Cross Cultural and Global Human Resource Management** **Credits:** 03

No of Hours: 3 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.

SYLLABUS

Unit-I: Introduction: Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

Unit-II: Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values, Expatriate Management.

Unit-III: Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

Unit-IV: Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit-V: Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

Books Recommended:

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 .2nd California ,Wadsworth, 1994

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MHRM 405**

Core / Elective: Core

Subject Name: Compensation Management

Credits: 03

No of Hours: 3 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.

SYLLABUS

Unit 1: Concept of Compensation

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

Unit 2: Concept of Minimum wage, Fair wage and Living wage

- Schedule employment and Applicability of Minimum Wages Act

Unit 3: Different Methods and Modes of payment: Time rate, Piece rate, Job (Assignment) Rate ; Periodicity of payment, Provisions of payment of Wages Act.

Unit 4: Perquisites & facilities: Importance of perquisites, rewards ; Uniform, housing, transport, canteen, medical facilities, hospitalization, accident insurance

Unit 5: Compensation Policy: Attracting, Developing and Retaining capable employees, Compensating for special skill sets, ‘Stock Option’ as compensation policy.

Unit 6: Concept of CTC

- Employee Payment as ‘Cost’
- Ratio of labour cost with turnover

Books recommended:

1. Labour Cost Accounting and Compensation Management (2000): A.P. Rao, Everest Publishing House.
2. New Compensation Management in changing environment: By S.K.Bhatia
3. Managing Human Resources: W.F. Cascio
4. Compensation & Reward Management; By B.D.Singh, ISBN, Excel Books (2007) New Delhi.
5. Wage and Salary Administration by Michael Armstrong and Helen Marlis

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MHRM 406**

Core / Elective: Core

Subject Name: Talent Acquisition and Retention

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

The main purpose of talent management 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 models of talent acquisition in an organization.
- Define talent acquisition and differentiate between recruiting and selection processes
- Highlight various strategies to onboard newly acquired talent.

COURSE OUTCOMES:

- To understand and explain how to acquire and retain talent.
- To understand and explain talent management practices in India and at global level
- To understand and appreciate the role of manager to manage talent in an organization.

Unit 1

Talent Management Introduction:

- Definition, meaning of talent acquisition,
- Objectives, role of talent management in building sustainable competitive advantage,
- Benefits of talent management
- Responsibilities of talent management officer
- Consequences of failure in talent management

Unit 2

Talent Management Planning

- Understanding talent management needs
- Steps in talent management process
- Identify guidelines for managing talent
- Comparison of talent management with traditional processes

Unit 3

Talent Acquisition

- Develop high potential employees
- Importance of talent development process
- Steps in developing talent
- Difference between talent acquisition and recruitment
- Current trends in talent acquisition

Unit 4

Talent Retention and Succession

- Impact of loss of high performers
- Best practices in employee retention
- Employee retention programs
- Succession planning

Unit 5

Challenges in Talent Management

- Talent Management Challenges
- Strategies to overcome challenges
- Opportunities in talent management
- Talent management in digital-Era

Suggested Books

- A Framework of Human Resource Management, Gary Dessler, Pearson, edition 7th,
- Talent Management In India: Challenges & Opportunities, Hasan & Singh, Atlantic Publication
- The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People

Syllabus (Revised from 2022)
MBA – Semester IV

Subject Code: **MHRM 407**

Core / Elective: Core

Subject Name: Leadership and Decision making

Credits: 03

No of Hours: 3 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.

COURSE 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

SYLLABUS

Unit-I: Introduction to Leadership: Meaning and Definition of Leadership. importance of Leadership in organization building, qualities and skills required by a good leader.

Unit-II: Personality Traits and Leadership Styles

Unit III: Theories of Leadership (Trait Theory, Behavioural theories, Contingency Theories, Transactional Theories and Transformational Leadership Theory)

Unit IV: Introduction to Decision-Making: Concept of Decision making, Importance of Decision making, Skills required for Decision Making.

Unit V: Decision making Process: Importance of Ethics and Values in Reaching Decisions, Steps involved in Decision making Process, Challenges in the Process of Decision Making.

Syllabus (Revised from 2022)

MBA – Semester IV

Subject Code: **MBA 408-A**

Core / Elective: Core

Subject Name: Japanese-IV

Credits: 03

No of Hours: 3 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.

SYLLABUS

Chapter 8-10

1. Lesson No 8 + Vocabulary
2. Lesson No 9 + Vocabulary
3. Lesson No 10 + Vocabulary

4. Unseen Passage

5. Listening

BOOKS RECOMMENDED : Minna no Nihongo

Syllabus (Revised from 2022)

MBA – Semester IV

Subject Code: **MBA 408-B**

Core / Elective: Core

Subject Name: German-IV

Credits: 03

No of Hours: 3 hours per week

INTRODUCTION:

Germany is the capital of major international corporations such as Adidas, Lufthansa, Volkswagen, Bosch, BMW and Mercedes. Additionally, Berlin is becoming a centre for innovation and start-ups, and is being dubbed as the 'Silicon Valley of Europe'. Learning German Language will boost the career and employability opportunities of students who wish to work in a multinational corporation or seek overseas opportunities. The course is suitable for beginners or who have studied basics of German language in school.

COURSE OBJECTIVES:

- To help students to be able to have a basic conversation in German language.
- Develop Listening, Reading, Writing and Speaking Skills in German language.

COURSE OUTCOMES:

- Students will analyse relevant topics in written and spoken form in German language.
- Students will demonstrate, at a minimum, the Intermediate level of proficiency in speaking German language.

SYLLABUS:

Unit 1: Understanding appointment entries in calendar, understanding official time, arranging a Skype conference

Unit 2: Understanding unofficial time and arranging appointments and meetings

Unit 3: Understanding and taking notes of dates and seasons

Unit 4: Researching, understanding and taking notes about texts of fairs and expos

Unit 5: Comprehending order of a private email

Unit 6: Asking about possible appointments, rejecting appointment suggestions with reasoning

Unit 7: Writing emailreply to private appointment with the aid of provided sentences

Unit 8: Fixing a formal and an informal appointment

Book referred– DaFimUnternehmen A1