



**Tilak Maharashtra Vidyapeeth,  
Pune.**  
DEPARTMENT OF MANAGEMENT  
Syllabus (Revised from 2021)  
MBA – Semester I

Subject Code: **MBA-101**

**Core / Elective:** Core

**Subject Name:** Principles of Management

**Credits:** 03

**No of Hours:** 3 hours per week

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**INTRODUCTION:**

The field of management has undergone a sea change and has today assumed the form of a profession with a well-defined body of knowledge. This knowledge is continuously evolving and new issues and findings are constantly emerging. This field is attracting many people who want to undergo a formal training in this area.

**COURSE OBJECTIVES:**

1. To provide adequate basic understanding about the managerial functions like planning, organizing, staffing, leading and controlling to the students.
2. To provide a basis of understanding to the students with reference to working of business organization through the process of management.

**COURSE OUTCOMES:**

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

1. Fundamental concepts and principles of management including roles, skills and functions of management.
2. Concepts and approaches to decision making, leadership, motivation, management control, quality management.

## **COURSE STRUCTURE**

**Unit I Management-** Meaning, Definition, Nature & Significance of Management, Evolution of Management, Management as a combination of Art & Science, Management Vs Administration.

**Unit II Features and Functions of Management:** Planning, Organizing, Staffing, Directing, Controlling, Levels of Management, Manager- Roles and Responsibilities of Manager, Skills required by manager, Manager Vs Administrator

**Unit III: Introduction to Planning:** Meaning and Importance of Planning, characteristics of planning, Advantages and Disadvantages of Planning, Steps in Planning Process, Types of Plans.

**Unit IV: Introduction to Decision Making:** Meaning and Importance of Decision Making, Characteristics of Decision Making, Types of Decisions, Decision-making process.

**Unit V: Theories of Management:** Classical, Neoclassical, Modern Theories of Management.

### **Text Books:**

Principles and Practices of Management – Dr. P.C. Shejwalkar & Dr. Anjali Ghanekar

Principles and Practices of Management – P.K.Saxena , Global India Publication

Essentials of Management - Koontz

Syllabus (Revised from 2022)  
MBA – Semester I

Subject Code: **MBA-102**

**Core / Elective:** Core

**Subject Name:** Managerial Economics

**Credits:** 03

**No of Hours:** 3 hours per week

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**COURSE STRUCTURE**

**Unit I – Introduction to Market Equilibrium:** Demand, Supply and Market equilibrium: Individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity of demand and supply; Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply

**Unit II – Theory of consumer behavior:** Cardinal utility theory; ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods); Derivation of indifference curves using revealed preference theory. Consumption function and characteristics

**Unit III – The production function –** Classical and modern theories of production, The Iso-cost curves and concepts; Law of diminishing returns , returns to scale, The cost theory – cost concepts with using diagram and case studies.

**Unit IV – Theory of firm and market organization-**

Perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes), Monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes) Oligopoly (kinked demand curve, Cournot , Bertrand, Stackelberg theory), The case studies regarding price decision making under various market structure

**Unit V – International economics –** Tarrifs , quotas and protective measures ; Exchange rate systems – types of exchange rates ; Terms of trade and its types

Syllabus (Revised from 2022)  
MBA – Semester I

Subject Code: **MBA-103**

**Core / Elective:** Core

**Subject Name:** Introduction to Management Accounting

**Credits:** 03

**No of Hours:** 3 hours per week

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**INTRODUCTION:**

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

**COURSE OBJECTIVES:**

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

**COURSE OUT COMES:**

The student should be able to:

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

## **COURSE STRUCTURE**

### **Unit 1: The concept of Management Accounting**

- Introduction
- Definitions
- The Management and Financial Accounting Differs from each other
- Difference between Management Accounting and Cost Accounting
- Structure and use of Management Accounting
- Overview of Planning, Control and Decision – Making

### **Unit 2. Principles of Double Entry Bookkeeping and Accountancy**

- Introduction
- Double Entry System of Book-keeping
- Classification of Accounts

### **Unit 3: Journal and Subsidiary Book, Ledger**

- Journal
- Purchase Book, Sales Book, Purchase Returns Book, Sales Returns Book
- Ledger

### **Unit 4: Cash Book**

- Introduction
- Meaning of Cash Book and its advantages
- Bank Transactions in a Cash Book
- Honour and Dishonour of a Cheque
- Cash Book with two columns- Cash and Bank
- Cash Book with three Columns
- Cash Book with Bank column only

### **Unit 5: Trial Balance**

- Trial Balance

### **Unit 6: Preparation of Final Accounting**

- Preparation of Final Accounts

### **Unit 7: Fixed Assets and Depreciations**

- Depreciation
- Auditor's Duty as regards Depreciation

**Books Recommended:**

- 1) Double Entry Book Keeping - T.S. Grewal
- 2) Principles of Management Accounting – Manmohan & Goyal
- 3) Introduction to Management Accounting - Harngren and Sundlem
- 4) Management Accounting - Dr. Mahesh Kulkarni

**Subject Code: MBA-104**

**Core / Elective: Core**

**Subject Name: Statistical & Quantitative Methods**

**Credits: 03**

**No of Hours: 3 hours per week**

**INTRODUCTION:**

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

**COURSE OBJECTIVES:**

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

**COURSE OUTCOMES:**

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

**COURSE SYLLABUS:**

## **Unit-I**

### **Progression**

- Arithmetic Progression, Geometric Progression, Logarithms, Surds and Laws of Indices, Elements of Determinants, Simple and Compound Interest, Set Theory, Permutations and Combinations, Functions, limits and Continuity, Elements of Differentiation, Elements of Integration, *Numerical Problems, Case studies.*

## **Unit-II:**

### **Introduction to Statistics**

- Data Collection, Classification, Tabulation, Frequency Distribution, Diagrammatic and Graphical Presentation, Measures of Central tendency – A.M., G.M., Median, Mode, Partition Values – Quartiles, Deciles and Percentiles, Index Numbers, Association of Attributes, *Numerical Problems, Case studies.*

## **Unit-III:**

### **Measure of Dispersion**

- Range, Coefficient of Range, Inter Quartile Range, Quartile Deviation, Coefficient of Quartile Deviations, Mean Deviation, Standard Deviation, Variance, Coefficient of variation, Combined Variance and Standard Deviation, Skewness, Moment, Kurtosis, Simple and Multiple Correlation and Regression Analysis, Forecasting and Time Series Analysis, *Numerical Problems, Case studies.*

## **Unit-IV:**

### **Fundamentals of Probability**

- Introduction, Sample Spaces and Events, Types of Events, Concepts of Probability, Definition and Approaches of Probability, Types of Probability – Counting, Geometry and Algebra, Theorems on Probability, Conditional Probability, The Baye's Theorem, Probability Distributions – Binomial, Poisson, Hyper geometric, Exponential and Normal Distribution, Mean and standard deviation of a Probability Distribution, *Numerical Problems, Case studies.*

## **Unit-V:**

### **Linear Programming**

- Introduction, Definition, Formulation of LPP, Graphical Method, Simplex Method, Big M Method, Two – Phase Method, Duality, Interpolation and Extrapolation, Markov Chain Analysis, *Numerical Problems, Case studies.*

ANALYSIS OF TIME SERIES Components of a Time Series. Determination of Secular Trend and Seasonal Variations in Business Data. Least Squares Method as a Tool for Forecasting.

- *Numerical Problems, Case studies.*



## **RECOMMENDED READINGS:**

1. Statistics for Behavioral and Social Scientists, Chadha,N.K Reliance Publishing House.Delhi, 1995
2. Business Statistics. Gupta, S P and Gupta M.P New Delhi, Sultan Chand, 1997
3. Basic Statistics for Business and Economics. Kazmier, L J and Pohl, N F New York,McGraw Hill, 1988
4. Statistics for Management. Levin Richard I and Rubin David S. New Jersey, PrenticeHall Inc., 1995
5. Linear Programming and Decission Making Narang, A S. New Delhi, Sultan Chand,1995
6. Fundamentals of Operation Research. Macmillian, Sharma. J.K. New Delhi
7. Business Statistics by Examples. Terry, Sineich London. Coller Mac MillianPublishers, 1990

Syllabus (Revised from 2022)  
MBA – Semester I

Subject Code: **MBA-105**

**Core / Elective:** Core

**Subject Name:** Organisational Behaviour

**Credits:** 03

**No of Hours:** 3 hours per week

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### **INTRODUCTION:**

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

### **COURSE OBJECTIVES**

- Gain an overall perspective on human behaviour in the work place
- Demonstrate the importance of interpersonal skills in the work place
- To gain an overall perspective on the impact of culture and change on individual performance
- To understand the nature of conflict and its resolution
- To understand and manage work stress 5

### **COURSE OUT COMES:**

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

## **COURSE STRUCTURE**

**Unit 1: Introduction to Organisational Behaviour** : Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models, Organizational culture and climate – Factors affecting organizational climate.

**Unit 2: Personality and Attitude:** Meaning, Types of Personalities, Factors influencing personality, Theories of Personality, Learning – Types of learners – The learning process; **Attitude:** Meaning, Characteristics, Components, Values.

**Unit 3: Perception and Motivation:** Meaning, Importance, Factors influencing perception , Process of Perception;

**Unit 4: Motivation:** Meaning, Importance, **Theories of Motivation:** Maslow's Hierarchy of Needs, Herzberg Two factor Theory, McGregor's X and Y Theories, Vroom's Expectancy Theory

**Unit 5: Group Dynamics:** Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

**Unit 6:** Stress and Change Management – Work Stressors – Prevention and Management of stress – Balancing work and Life ; **Organizational change** – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change.

### **RECOMMENDED READINGS:**

- 1) Human Behaviour at work - Davis & Newstrom
- 2) Organizational Behaviour - Uma Sekaran
- 3) Organizational Behaviour - Fred Luthans
- 4) Organizational Behaviour - Sharma
- 5) Organizational Behaviour - Mr. Shane

Syllabus (Revised from 2022)  
MBA – Semester I

Subject Code: **MBA-106**

**Core / Elective:** Core

**Subject Name:** Basics of Computers & Information Technology

**Credits:** 03

**No of Hours:** 3 hours per week

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**COURSE STRUCTURE**

**Unit 1: Introduction to computer system:** Definition of computer, Basic building blocks, I/O units, CPU and ALU, Generations of computers, Classification of computers, Characteristics of computer.

**Unit 2: Hardware and Software:** Definition of Hardware, input devices, output devices, memory devices. Definition of Software, system software, application software, files and multimedia.

**Unit 3: Operating systems basics:** Definition of operating systems, Functions of operating system, Types of operating system, Introduction to Dos , Windows and some examples of other computer and mobile operating systems.

**Unit 4: MS Word, MS Excel and MS PowerPoint:** Features of Microsoft Word, Features of Microsoft Excel, Features of Microsoft PowerPoint.

**Unit 5: Computer communication and networking:** Types of communication, Communication media, goals of computer networks, types of networks, networks topologies, Communication process and some communication protocols. Downloading and Sharing Data, E-mail, Blogs and examples of Android Apps.

**Unit 6: Virus and Antivirus Software:** Definition of viruses, types of viruses, Anti-virus software.

Syllabus (Revised from 2022)  
MBA – Semester I

Subject Code: **MBA-107**

**Core / Elective:** Core

**Subject Name:** Communication Skills.

**Credits:** 03

**No of Hours:** 3 hours per week

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**COURSE STRUCTURE**

**Unit – 1- Types of Business Communication**

Introduction, Scope of communication in organization, The manager's need to know, The communication flow in the organization

**Unit – 2 –The Communication Process**

Introduction, Communication process model, Barriers to communication, barriers and breakdowns in communication

**Unit -3 – The Principles of Communication**

Introduction, The medium of Communication, ABC rule, Jargon, Courtesy, Modern terminology, Idioms, Gender bias

**Unit - 4 – Forms of Communication**

Introduction, The types of Communication, Oral Communication – merits and drawbacks, Written Communication – merits and drawbacks, Non-verbal communication – Visual signs in non-verbal communication, body language, appearance, flags, blueprints, diagrams, graphs and labels, tables, pictures, paintings and photographs, language and signboard, charts, colour, audio-signals in non-verbal communication, silence, time, touch, functions of non-verbal communication, merits & de-merits

**Unit – 5 – Verbal Skills**

The language used in Verbal Communication, 7 C's of oral communication

**Unit – 6 – Listening Skills**

Hearing & Listening, Purpose of listening, Ways of improving listening skills, Benefits of being better listeners, barriers to listening

**Unit -7 – Body Language**

Introduction, types of body language, facial expression, eye contact, facial movements, kinesics related to body, posture, gestures, body position, touch.

**Unit – 8 – Oral Communication**

Presentation Skills, Interview Skills, Group Discussion

**Unit – 9 – Written Communication:** Principles of letter writing, Report writing, Business

Syllabus (Revised from 2022)  
MBA – Semester I

Subject Code: **MBA-108-A**

**Core / Elective:** Core

**Subject Name:** Japanese

**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.

**COURSE STRUCTURE**

Unit 1: Japanese Alphabets (Hiragana) & Vocabulary

Unit 2: Basic Conversation

Unit 3: Family Members

Unit 4: Colours

Unit 6: Greetings used in day to day life

**Recommended Books:** Minna No Nihongo

Syllabus (Revised from 2022)  
MBA – Semester I

Subject Code: **MBA-108-B**

**Core / Elective:** Core

**Subject Name:** German

**Credits:** 03

**No of Hours:** 3 hours per week

**INTRODUCTION:**

The course has been designed for students who wish to learn German at Preliminary level. The course focuses on four main modules i.e. Listening, Reading, Writing and Speaking. The course is suitable for absolute beginners as well as for those who have learnt German in school.

**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 can understand and use familiar, everyday expressions and very simple sentences, which relate to the satisfying of concrete needs.
- Students can introduce him/herself and others as well as ask others about themselves - e.g. where they live, who they know and what they own - and can respond to questions of this nature.
- Students can communicate in a simple manner if the person they are speaking to speaks slowly and clearly and is willing to help.

**COURSE SYLLABUS:**

**Unit 1:** Alphabets and Numbers

**Unit 2:** Greetings, Self Introduction (Name, Address, Email, Phone number)

**Unit 3:** Days, Months, Seasons

**Unit 4:** Basic conversation forming questions and responding with answers)

**Book referred–** ‘DaF im Unternehmen - A1’



**Tilak Maharashtra Vidyapeeth, Pune**

## DEPARTMENT OF MANAGEMENT

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 201**

**Core / Elective:** Core

**Subject Name:** Business Research Methodology

**Credits:** 03

**No of Hours:** 3 hours per week

### **INTRODUCTION:**

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

### **COURSE OBJECTIVES:**

- To understand the concept of research and the research process in Business environment.
- To provide an exposure to the students about Business research which they are expected to possess when they enter the industry as Entrepreneurs.
- To know the use of Statistical tools and Techniques for exploratory, conclusive and casual research.
- To understand the concept of measurements in empirical system.
- Use Statistical Techniques for analysis of research data.

### **COURSE OUTCOMES:**

Upon completion of this course **LEARNER** should be able to:

- Clearly identify and analyze business environment problems
- Find out appropriate effective ways to answer those identified problems.
- Understand and apply the major types of research designs
- Formulate clearly defined research questions and analyze and summaries key issues and themes



from existing literature.

- To evaluate and conduct research and understand the ethical issues associated with the conduct of research.
- Students will be able to know the skill of writing a research report.

## **COURSE SYLLABUS:**

### **Unit 1. Introduction to Research**

#### **1.1.1 Research: – Definition,**

1.1.2. Why study Business Research?

1.2.3. What is good research?

1.2.4. Decision support, Business Intelligence,

1.2.5. Research applications in functional areas of Business,

1.2.6. Emerging trends in Business research.

1.2 Research & the Scientific Method: Characteristics of scientific method.

1.3 Steps in Research Process

1.4 Concept of Scientific Enquiry , Formulation of Research Problem ,  
Management Question  
Research Question , Investigation Question.

1.5 Research Proposal: – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal (Students are expected to draft and evaluate a real life research proposal)

### **Unit 2 Research Design:**

2.1 Concept, Features of a good research design, applications of a good research design

2.2 Qualitative research and Quantitative research approaches,  
Comparison of both.

2.3 Types of research -Exploratory , Descriptive ,Causal Research  
Techniques, Depth Interview, Experience Survey, Focus Groups,  
Observation.

2.4. Hypothesis: Types of Hypothesis , Null and Alternative  
Hypothesis

- 2.5. Qualities of a good Hypothesis
- 2.6. Framing Null Hypothesis & Alternative Hypothesis.
- 2.7 Concept of Hypothesis Testing – TESTS

### **Unit 3. Data types and Measurements**

- 3.1 Types of Data – Primary Data: Definition, collection methods
  - 3.1.1 Secondary data, Definition, collection methods
  - 3.1.2 Advantages and disadvantages over secondary
- 3.2 Questionnaire Method: Questionnaire Construction – Personal Interviews, Telephonic survey, Interviewing, Email/Internet survey, online survey sites, their utility, constraints
- 3.3. Concept of Measurement: what is measured? Problems in measurement in management research – Validity and Reliability.
  - 3.3.1 Levels of measurement – Nominal, Ordinal, Interval, Ratio.
  - 3.3.2 Attitude Scaling Techniques: Concept of Scale
  - 3.3.3 Rating Scales Definition
  - 3.3.4Types of Scales -Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales ,Ranking Scales ,Paired comparison & Forced Ranking
  - 3.3.5 . Concept and Application of Scaling

### **Unit 4. Sampling:**

- 4.1 .Basic Concepts: Introduction of Defining the Universe,
- 4.2 .Concepts of Statistical Population, Sample, Characteristics of a good sample.
  - 4.2.1 .Need and Importance of sampling
- 4.3.Types of Sampling ,
  - 4.3.1 Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random , Sample, Area Sampling & Cluster Sampling.
  - 4.4. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.
- 4.5 . Determining size of the sample – Practical considerations in

sampling and sample size,(sample size determination formulae and numerical not expected)

### **Unit 5. Data Analysis & Report Writing:**

5.1 Data Analysis : Editing, Coding,

5.1.1 Univariate analysis – Tabular representation of data, frequency tables, Construction of frequency distributions

5.2. Bivariate Analysis: Cross tabulations, Use of percentages,

5.3. Research Reports: Structure of Research report, Report writing and Presentation.

### **RECOMMEDED READINGS:**

- Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition
- Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition
- Research Methodsfor Social Work by Allen, Earl R. Babbie, Cengage, 7thEdition
- Research Methods in Business Studies: A Practical Guideby Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall
- Business communication by Dipak Chawala, Vikas Publication.by Dipak Chawala, Vikas Publication

### **REFERENCE BOOKS**

- The Practice of Social Research by Earl R. Babbie, Wadsworth, 13thEdition
- Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C.Carr, Mitch Griffin, Cengage Learning, 8th Edition
- Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2ndEdition
- Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6thEdition
- Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1stEdition
- Business Resarch Methodology-Sachdeva Research Methodology In Management-Dr.V.P.Michael

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 202**

**Core / Elective:** Core

**Subject Name:** Marketing Management

**Credits:** 03

**No of Hours:** 3 hours per week

**INTRODUCTION:**

Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field.

**COURSE OBJECTIVES:**

The objective of the course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field along with the practical exposure. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations

**COURSE OUTCOMES:**

To make students aware that decision making for marketing managers requires understanding the buyers, the internal and external forces operating in the enterprise and in the environment that are relevant for marketing decisions. To familiarize concepts of developing product management product life cycles, pricing, promotion and channel decisions.

**Syllabus:**

**1. Concept, Nature, Scope and Importance of Marketing;**

- a. Marketing Concept and its Evolution;
- b. Marketing Mix;
- c. Marketing Environment – Macro and Micro Components and their Impact on Marketing Decisions.

**2. Product Decisions:** Concept of a Product; Classification of Products; Product Mix, Product

Line; Product Life Cycle, New Product Development.

3. **Market:** Types of Markets, Targeting, Segmentation and Positioning.
4. **Pricing Decisions:** Pricing Objectives, Factors Affecting Price Determination; Pricing Policies Methods and Strategies, Initiating and Responding to Price Change.
5. **Distribution Channels and Physical Distribution Decisions:** Nature, Functions, and Types of Distribution Channels; Distribution Channel Intermediaries; Channel Management Decisions; Retailing and Wholesaling.
6. **Promotion Decisions:** Promotion Mix – Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations

**Text Books:**

- Marketing Management by Kotler, Keller , Koshy and Jha Pearson Education
- Fundamental of Marketing by Stanton ,Etzel,Walker McGraw Hill Inc

**Reference Books:**

1. Marketing Management : Indian context by Ramaswami & Namakumari  
Macmillan(India) Limited ,New Delhi
2. Marketing Strategies by Rajan Saxena Tata- McGraw Hill Publishing Company
3. Marketing management by Tapan panda Excel Books
4. Strategic Marketing Management by Khurana & Ravihandran Global Business Press ,New Delhi

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 203**

**Core / Elective:** Core

**Subject Name:** Human Resource Management

**Credits:** 03

**No of Hours:** 3 hours per week

### **INTRODUCTION:**

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

### **COURSE OBJECTIVES:**

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

### **COURSE OUTCOMES:**

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

## **SYLLABUS**

### **Unit 1**

#### **Introduction to Human Resource Management**

- Nature & Philosophy
- Need
- Objectives
- Evolution of Human Resource Management;
- Functions of HRM
- Challenges of HRM

#### **Few Concepts**

- Voluntary retirement;
- Employee Retention;
- Succession Planning;

- Employee Termination;
- Discharge; Dismissal;
- Retrenchment / Layoffs / Downsizing

## **Unit 2**

### **Human Resource Planning**

- Introduction
- Definition
- HRP & Strategic Planning
- Activities in HRP
- HRP & Environment scanning
- Importance of HRP
- Factors affecting HRP
- HRP Implementation
- Succession Planning
- Barrier to HRP

## **Unit 3**

### **Relationship of Job Requirement and HRM Functions**

- Job Analysis – Process Responsibilities gathering information, approaches to job analysis.
- Job description – job title, job identification section, job duties,
- Problems with Job Descriptions,
- Job Design
- Job Enrichment

## **Unit 4**

### **Acquisition and Appraisal of Human Resource**

#### **Recruitment**

- Introduction
- Meaning & definition
- Purposes & importance
- Factors governing recruitment
- Recruitment process – Internal, External
- Evaluation of Recruitment Process

#### **Selection**

- Meaning & Definition
- Role of selection
- Selection process
- Audit of Selection Programs
- Barrier to effective selection
- Orientation and placement

## **Performance Appraisal**

- Meaning and Definition
- Objectives
- Appraisal Process
- Methods of appraisal
- Feedback mechanism
- Errors in performance appraisal
- Challenges of appraisal

## **Unit 5**

### **Assignment / Letter writing –**

- Writing clear Job Descriptions;
- Promotion,
- Transfer,
- Resignation,
- Job Application,
- Appointment / offer,
- Termination letter,
- Suspension letter,
- Leave application,
- Appreciation letter

### **Books Recommended:**

- Gary Dessler and BijuVarkkey (2013), Human Resource Management, Person Publication, 12th Edition.
- P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.
- BiswajeetPattanayak (2014),”Human Resource Management”, PHI Publications, 4th Edition.
- V.S.P.Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications, Thirtieth Edition.



Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 204**

**Core / Elective:** Core

**Subject Name:** Financial Management

**Credits:** 03

**No of Hours:** 3 hours per week

**INTRODUCTION:**

**COURSE OBJECTIVES:**

- To understand various concepts related to financial management.
- To equip the students with the fundamental principles & techniques of financial management concerned with acquisition & use of funds by a business firm.

**COURSE OUTCOMES:**

On successful completion of the course the students will be able to:

- Relate the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
- Interpret all the required calculations through relevant numerical problems.
- Analyze the business situation
- Evaluate effect of business decisions on Financial Statements, Working Capital, Capital Structure and
- Capital Budgeting of the firm

**SYLLABUS:**

**1. Business Finance**

Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management-(Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager

**2. Techniques of Financial Statement Analysis**

Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement

**3. Working Capital Management**

Meaning of Working Capital, its components & types, Operating Cycle, factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)

**4. Capital Structure**

Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.

**5. Capital Budgeting**

Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR

**RECOMMENDED READING:**

1. Advanced Financial Management, N.M. Vechalekar
2. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
3. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
4. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons)
5. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
6. Financial Management, I.M. Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House)

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 205**

**Core / Elective:** Core

**Subject Name:** Legal Aspects of Business

**Credits:** 03

**No of Hours:** 3 hours per week

**INTRODUCTION:**

Law and legal institutions have a significant role in business. The primary goals of business laws in India are twofold: To develop an environment favourable to business growth and to ensure that business functions within the greater framework of governance in the country. A variety of laws govern business operations. These broadly cover corporate legal framework; business transactions; labour; environment; dispute settlement, and so on. This course attempts to teach students to some fundamental legal issues of business. Important case laws, in addition to the appropriate statutory requirements, would be examined in each module.

**COURSE OBJECTIVES:**

- To acquaint students with general business law issues to help become more informed sensitive and effective business leaders.
- To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

**COURSE OUTCOMES:**

After completing this course the students would be able to:

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

**SYLLABUS**

**Unit 1. Indian Contract Act:**

- Nature & Classification of Contract
- Offer, Acceptance Consideration
- Pre concert, valid consideration & Valid Agreement
- Performance & Discharge of Contract
- Types of Contract

- Contract of Guarantee
- Rights, Duties, Liabilities of Agents and Principle

**Unit 2: Sales goods Act 1930**

- Meaning – Sales of goods & agreement to sale
- Condition & Warranty
- Transfer of property or Ownership
- Performance, rights & Remedial measures relating to contract sale

**Unit 3: Negotiable Instrument Act 1881**

- Meaning types & characteristics
- Negotiation & types of Endorsement
- Negotiable instrument – disowner

**Unit 4: Indian Partnership Act 1932**

- Meaning
- Nature of Partnership & Types
- Partnership deed, Rights & Liabilities of Partner
- Dissolution of Partnership

**Unit 5: Company Act 1956**

- Definition, Meaning, Feature & Types
- Memorandum of Association
- Article of Association
- Membership in Company, Shares, Accents & Audit, Company Management & Meetings
- Compromise, Arrangement, Re construction & Amalgamation
- Winding of Company

**Unit 6: The Information Technology Act 2000**

- Introduction & Background
- Digital Signatory, Electrical Governance, Electrical Records

**Books recommended:**

- Business Law – Sathish B Mathur
- Elements of Mercantile Law - By N.D.Kapoor
- Company Law – By Dr. Avtar Singh.

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 206**

**Core / Elective:** Core

**Subject Name:** Basic Concepts in Supply Chain & Logistics Management

**Credits:** 03

**No of Hours:** 3 hours per week

**Course Objectives:**

This course is intended to provide an understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain. It is also intended to help the students to learn about logistics, transportation, warehousing and outsourcing decisions.

**Course Outcomes:**

CO1. Demonstrate a clear understanding of the key concepts applied in logistics and supply chain management.

CO2. To highlight the importance of all activities of the supply chain and an understanding of concepts like inbound and outbound logistics, 3PL and 4PL, etc.

CO3. To develop skills for planning, designing the operational facilities of supply chain with the analytical and critical understanding

CO4. Demonstrate effective application capabilities of their conceptual understanding to the real world business situations.

**Unit 1: Logistics Management:**

**1.1 Introduction**

1.2 Concept of Logistics Management

1.2.1 Definition of Logistics

1.2.2 Scope of Logistics

1.2.3 Objectives of Logistics Management

1.2.4 Importance of Logistics Management

1.3 Types of Logistics

1.4 Components of Logistics Management

1.5 Logistics Activities in the Manufacturing Organisation

1.6 Role of Logistics in Economy

**Unit 2 Transportation:**

2.1 Introduction

2.2 Concept of Transportation

2.3 Modes of Transportation

2.3.1 Pipeline Transport

2.3.2 Rail Transport

2.3.3 Air Transport

2.3.4 Sea Transport

2.4 Factors Influencing Transportation

2.5 Documents Used in Transportation

**Unit 3: Supply Chain Management**

3.1 Introduction

3.2 Concept of Supply Chain Management

3.2.1 Definition of Supply Chain Management

3.2.2 Objectives of Supply Chain Management

3.2.3 Importance of Supply Chain Management

3.3 Role of Logistics in Supply Chain Management

3.4 Difference between Logistics and Supply Chain Management

**Unit 4 Supply Chain Management Practices**

4.1 Supply Chain Management: Activities and Processes

4.2 Application of Tools of Supply Chain Management: Areas

4.3 Supply Chain Management: Challenges

4.4 Case Studies in Supply Chain Management

**Unit 5 Warehouse and Containerization**

5.1 Introduction

5.2 Concept of a Warehouse

5.2.1 Nature and Importance of a Warehouse

5.2.2 Types of Warehouses

5.3 Warehouse Location and Types of Warehouse Operations

5.4 Concept of Containerization

5.5 Need and Benefits of Containerisation

5.6 Types of Containers

5.6.1 General Purpose Containers

## 5.6.2 Specific Purpose Containers

### **Reference Books:**

1. Ballou, Ronald H.; Supply Chain Management; Pearson Education
2. Sahay, B.S.; Supply Chain Management; Macmillan
3. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
4. Bowersox D.J. ,Closs D.J. , Logistical Management, McGraw-Hill, 1996
5. Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
6. Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999
7. Sarika Kulkarni : Supply Chain Management, Tata McGraw Hill Publishing Co Ltd., New Delhi,2004

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 207**

**Core / Elective:** Core

**Subject Name:** Soft Skills

**Credits:** 03

**No of Hours:** 3 hours per week

**INTRODUCTION:**

The subject would help students know their inherent strengths & weaknesses, to build confidence and prepare them to face the world at large successfully.

**COURSE OBJECTIVE:**

To provide the much-needed inputs for the betterment of the personality of the students and make them understand the significance of the same.

**COURSE OUTCOMES:**

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

- Understand the concept of soft skills and hard skills
- Understand how they should communicate effectively
- Understand time management, conflict handling, problem solving, etc.
- Become aware of the basics of presentation skills and how they could use them

**SYLLABUS**

**Unit 1: Introduction to Soft Skills**

1.1 Meaning and Importance of Soft Skills

1.2 Categories of Soft Skills (Soft Vs Hard)

**Unit 2: Attitude**

1.1 Definition, Meaning of Attitude

1.2 Types of Attitude, Attitude at Work-Place

1.3 Self Talk and Self Esteem and Introspection (Building positive attitude)



## 1.4 Adaptability and Flexibility

### **Unit 3: Time Management**

3.1 Meaning and Importance of Time Management

3.2 Prioritization and Procrastination

3.3 Time Stressors and Time Wasters

3.4 Strategies for Effective Time Management

3.5 Four 'Ds' of Time Management

### **Unit 4: Presentation Skills**

4.1: Meaning

4.2: Importance of Verbal and Non Verbal Communication in Presentation

4.3 Preparing for a Powerpoint Presentation: Developing Content, Graphics and Technique

### **Unit 5: Basic Professional Etiquettes:**

5.1 Corporate Etiquette

5.2 Social Etiquette

### **Books Recommended:**

- SOFT SKILLS For A BIG IMPACT, Author- Renu Shorey, Publisher: Notion Press; 1st edition (20 January 2021)
- Soft Skills and Employability Skills, Author- Sabina Pallai & Agna Fernandes, Publication: Cambridge University Press
- Entrepreneurship Soft Skills and Personality Development, Author- Dr. Keshave. W. Ingole, Publication: Chandralok Prakashan

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 208-A**

**Core / Elective:** Core

**Subject Name:** Japanese-II

**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:**

- 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 – 1- Self-Introduction+ Hiragana Letters + Vocabulary 2 Hiragana Letters + Basic Grammar 3**

**Chapter 1 Grammar + Vocabulary 4**

**Chapter 2 Grammar + Vocabulary 5**

**Chapter 3 Grammar + Vocabulary 6**

**Chapter 4 Grammar + Vocabulary 7 Basic Communication**

**BOOKS RECOMMENDED: Book Referred – Minna No Nihongo**

Syllabus (2021-22)  
MBA – Semester II

Subject Code: **MBA 208-B**

**Core / Elective:** Core

**Subject Name:** German-II

**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 analyze 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.** Interview & Self introduction

**Unit 2.** Understanding numbers till 2 billion

**Unit 3.** Form filling with personal details

**Unit 4.** Conversations in HR office and conversations with colleagues

**Unit 5.** Getting to know the colleagues and understanding their roles in the organization

**Unit 6.** Understanding work related emails, Writing emails about the new job.

Book referred- ‘DaF im Unternehmen - A1’

