

**D.K.T.E. Society's  
Textile and Engineering Institute  
Rajwada, Ichalkaranji – 416115**

*(An Autonomous Institute Affiliated to Shivaji University, Kolhapur)*

**NAAC Accredited with A+ Grade, ISO 9001:2015 Certified**



**Department of Management Studies  
CURRICULUM**

**Master of Business Administration Programme**

**Second Year MBA**

with effect from 2022-2023



Promoting Excellence in Teaching  
Learning & Research

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
(An Autonomous Institute Affiliated to Shivaji University, Kolhapur)

Teaching and Evaluation Scheme with effect from the Year 2022-23  
Second Year MBA (Semester – III)

Sr. No.	Course Code	Course Title	Teaching scheme				Course Credits	Evaluation Scheme			
			L	T	P	Contact Hrs/wk		CIE		SEE	TOTAL
								MSE	ISE		
1	MBL657	Business Analysis	2	1	-	3	3	30	20	50	100
2	MBL658	Advanced Strategic Management	2	1	-	3	3	30	20	50	100
		<b>Specialization Subject: I</b>									
		Paper 1	3	1	-	4	4	30	20	50	100
		Paper 2	3	1	-	4	4	30	20	50	100
		Paper 3	3	1	-	4	4	30	20	50	100
		<b>Specialization Subject: II</b>									
		Paper 1	3	1	-	4	4	30	20	50	100
		Paper 2	3	1	-	4	4	30	20	50	100
		Paper 3	3	1	-	4	4	30	20	50	100
		<b>Total</b>	<b>22</b>	<b>08</b>	<b>00</b>	<b>30</b>	<b>30</b>	<b>240</b>	<b>160</b>	<b>400</b>	<b>800</b>

L- Lecture  
T-Tutorial  
P-Practical

MSE: Mid Semester Examination  
ISE: In Semester Evaluation

CIE - Continuous in Semester Evaluation  
SEE - Semester End Examination

**NOTE: Students should take any two specializations**

**Specializations:**

A - Marketing Management
B - Financial Management
C - Human Resource Management
D - IT and System Management
E - Production Management
F - Agricultural Business Management
G - Textile Management
H - Healthcare and Hospital Management
I - International Business Management
J - Family Business Management

**List of Specialization Subjects:**

**A - Marketing Management**

Course Code	Course Name	Paper Number
MBL659	International and Service Marketing	1
MBL660	Marketing Strategies and CRM	2
MBL661	Digital Marketing	3

**B - Financial Management**

Course Code	Course Name	Paper Number
MBL612	Project Management and Infrastructure Finance	1
MBL664	Financial Markets and System.	2
MBL614	Mergers, Acquisitions and Corporate Valuation	3

**C - Human Resource Management**

Course Code	Course Name	Paper Number
MBL617	Planning, Procurement and Placement of HR.	1
MBL618	Human Resource Development.	2
MBL619	Compensation and Benefits Management	3

### **D - IT and System Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL622	Strategic Management of Information Technology	1
MBL623	Managing Software Projects	2
MBL624	Information System Audit and Security.	3

### **E - Production Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL627	Manufacturing Strategy and Technology Management	1
MBL628	Operations Planning and Control	2
MBL629	Strategic Materials Management	3

### **F - Agricultural Business Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL632	Agri Business Management	1
MBL633	Agribusiness Finance	2
MBL634	Agriprenurship and Agro Process Industries	3

### **G - Textile Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL637	Textile Manufacturing Process	1
MBL638	Textile Industry	2
MBL639	Textile Production Management and Control	3

### **H - Healthcare and Hospital Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL642	Hospital Planning	1
MBL643	Quality Management in Healthcare	2
MBL644	Hospital Materials Management	3

### **I - International Business Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL647	Principles of International Business	1
MBL648	Marketing and Logistics in IB	2
MBL649	Cross Cultural Management	3

### **J - Family Business Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL652	Family Business Development	1
MBL653	Finance and Business Strategies	2
MBL654	Legal Aspects and Dynamics of Family Business	3

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>MBL657: Business Analysis</b>		
Teaching Scheme: Lectures: 02 Hrs/Week Tutorials: 01Hr/Week	Credits  03	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to –		
<ul style="list-style-type: none"> <li>▪ Apply corrective measures to improve production based on the analysis at various production stages.</li> <li>▪ Solve issues related to supply chain based on the analysis.</li> <li>▪ Plan for future purchases based on the purchase analysis.</li> <li>▪ Apply strategies to increase the future sales based on the sales analysis.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Production Analysis</b>	<b>09 Hours</b>
Business Analysis: Concept and areas of analysis. Production Analysis: Concept. Raw material testing, Quality control and quality assurance, Right specification and requirements, Benefits of raw material analysis, Continuous supply of raw material, Best practices of raw material testing, Production order cost analysis, Cost analysis for current production orders Significance of production function, Production function analysis, Practical importance in managerial decision making.		
<b>Unit II</b>	<b>Supply Chain Analysis</b>	<b>09 Hours</b>
Supply chain analysis: concept. Important steps of supply chain management: Production planning, sourcing, execution, delivery and return handling. Importance of supply chain analysis. Evaluation of supplier performance, Approaches to purchasing, Negotiation with suppliers, Purchasing strategy benefits.		
<b>Unit III</b>	<b>Purchase Analysis</b>	<b>09 Hours</b>
Cost analysis, Inventory analysis, Best Use of Suppliers analysis, Maverick spending, Delivery time analysis, key reasons of maverick spending identification and control of maverick spending, Requisition analysis, Quotation analysis, Comparative analysis, Purchase order analysis, Delivery performance analysis, Integration requisition quotation and purchase order. Purchase price determination, Evaluation of purchase performance, Stock to purchase analysis. Invoice analysis, Invoice approval and Payment, delivery challan.		
<b>Unit IV</b>	<b>Sales Analysis</b>	<b>09 Hours</b>
Sales analysis: Categories and benefits of sales analysis. Sales strategies, Importance and benefits of sales analysis, Sales analysis methods and techniques, Sales analysis metrics & KPIs. Sales revenue & calculations of sales revenue, Sales margin, Return on sales, Sales growth, Sale tax, Sales conversion rate. Average revenue per user. Sales forecasting, factors that impact sales, return on sales. Safety stock, recorder level.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Martand Telsang, Production Management, S Chand publication, ISBN 9789352533794</li> <li>2. K. Aswathappa, Shridhara Bhatt, Production and Operation Management, Himalaya Publications, ISBN 9350248735</li> </ol>		

**References Books:**

1. S. A. Chunawala, D. R. Patel, Production and Operation Management, Himalaya Publications, ISBN 9789352029013
2. Logistics and Supply Chain Management by K Shridhara Bhat , Himalaya Publications
3. Sales Management Analysis And Decision Making, 6/E by Thomas N. Ingram, Raymond W. La Forge, Ramon A. Avila, Charles H. Schwepker Jr, Cengage Learnin, Cengage Learning
4. Sales Management: Decision, Strategy And Cases, 5Th Edition by Still R . R , Pearson Education Publication

**Useful Links:**

1. <https://www.purchasecontrol.com/blog/purchasing-process/>
2. <https://nibmehub.com/opac-service/pdf/read/Business%20Analysis.pdf>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>MBL658 : Advanced Strategic Management</b>		
<b>Teaching Scheme:</b> Lectures: 02Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  03	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Identify the strategies for all the functional areas.</li> <li>▪ Design a strategies for control mechanisms in the business firms.</li> <li>▪ Learn strategies and methodologies for creating Blue and Red Ocean strategies.</li> <li>▪ Explore various business models and develop the ability to innovate and adapt business models for start-ups</li> </ul>		
<b>Course Contents</b>		
Unit I	Functional Strategies	09 Hours
Marketing strategies, Marketing warfare, Promotion strategies, Finance strategies, HR strategies, Information systems strategies, Logistic and supply chain strategies, Strategies to avoid, Selecting the best Strategy. Case studies and group exercise on functional strategies.		
Unit II	Strategy Evaluation and Control	09 Hours
Nature of strategy evaluation, Symptoms of malfunctioning of strategy, Process and measures of strategic evaluation. Operations Control: Introduction and features of operations control, Steps of operations control and techniques. Strategic Control, Introduction and types of strategic control, Process and techniques of strategic control, Guide lines for proper strategic control. Balanced scorecard for evaluation strategy evaluation.		
Unit III	Blue Ocean Strategy	09 Hours
Red Ocean Strategy, Blue Ocean Strategy, Difference between Red and Blue Ocean Strategy, Characteristics of Blue Ocean Strategy. Business Models, Meaning and components of Business Models, Business model strategy, E-Commerce Business model and strategies, Internet strategies for traditional business, Virtual value chain. Case study on E-Commerce business model		
Unit IV	Sustainability in Strategic Management	09 Hours
Introduction to start-ups, start-up growth and decline, reasons and suggestions to decline of startups. Objectives and threats to sustainable development, Sustainability and business strategy, Integrating social and environmental sustainability issues in strategic management, Concept of triple bottom line. A case study on corporate strategic management for sustainable growth of a technology startup.		
<b>Text Books:</b>		
1. Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3rd Ed. 2009. 2. Strategic Management by Kennedy B. Reed, Virginia Tech , 2020 3. Strategic Management by A. Bhandari, R. P. Verma , Tata McGraw Hill , 2013 4. Strategic Management: An Integrated Approach by Charles W.L Hill and Gareth R. Jones ( Houghton Mifflin)		
<b>References Books:</b>		
1. R. Srinivasan, Strategic Management -The Indian Context, 4th Edition, Prentice Hall of India, 2012 2. Business Policy and Strategic Management, P. Subba Rao, Himalaya Publishing House. 3. Accelerate: Building Strategic Agility for a Faster-Moving World by John P. Kotter 4. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. Spender		
<b>Useful Links:</b>		
1. <a href="https://www.coursera.org/in">https://www.coursera.org/in</a> 2. <a href="https://examupdates.in/mba-strategic-management/">https://examupdates.in/mba-strategic-management/</a> 3. <a href="https://www.geektonight.com/strategic-management-notes-pdf/">https://www.geektonight.com/strategic-management-notes-pdf/</a> 4. <a href="https://mdu.ac.in/UpFiles/UpPdfFiles/2020/Jan/strategic_mgmt.pdf">https://mdu.ac.in/UpFiles/UpPdfFiles/2020/Jan/strategic_mgmt.pdf</a> 5. <a href="http://www.rjspm.com/PDF/Strategic-Management-Notes-PDF.pdf">http://www.rjspm.com/PDF/Strategic-Management-Notes-PDF.pdf</a>		



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation A – Marketing Management, Paper No 1</b> <b>MBL659 : International and Service Marketing</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Learn international marketing concept and research into international market</li> <li>▪ Define and understand international marketing mix.</li> <li>▪ Distinguish between manufacturing sector and service sector and understand service marketing.</li> <li>▪ Recognize the service marketing issues and ways to improve service.</li> </ul>		
Course Contents		
Unit I	Introduction to International Marketing	12 Hours
Introduction to International Marketing, Need, Scope, Tasks, Assessing global market opportunities, Domestic vs international marketing, International marketing environment and types, Targeting and Positioning, International branding strategies, Strategies employed by Indian companies to sustain globally, World markets and consumer behavior.( Activities and cases)		
Unit II	International Marketing Mix	12 Hours
Introduction, Product design decisions, New product in global market, International packaging, Global pricing strategies. Pricing by MNCs, Export procedure and documentation, Export payment methods, Counter trade, Transfer price, Role of advertising, Advertising across the world and related issues, social media ads, International logistics planning and distribution, Publicity and Sales promotion		
Unit III	Introduction to Service Marketing	12 Hours
Definition, Need & importance of services, Distinction between services & goods, Characteristics of services, STP for services marketing, Overview of managing demand and capacity, Marketing mix in service marketing and 7 P's, Role of physical evidence, The moment of truth, Cases in service sector for study and Activities ( Domestic and International)		
Unit IV	Service Marketing Challenges	12 Hours
Service Marketing Issues, Service encounters, Service personnel issues, Emotions and service situations, Service profit chain, Stimulus response model, Service escapes, Process types, Service blueprint, Service process matrix, Service recovery and empowerment. Challenges of service design, new service development, Decision for service types.		
<b>Text Books:</b>		
1. Philip R. Cateora, Mary C. Gilly, John L. Graham, International Marketing, 16e, McGraw Hill Education (2017) 2. Zeithaml, Services Marketing: Integrating Customer Focus across the Firm, 6e, McGraw Hill Education		
<b>References Books:</b>		
1. S. M. Zaa, Service Marketing, 7th Edition, Himalaya Publications, 2015 2. Keegan, Global Marketing Management, 7th Edition, Pearson Education/PHI 3. Francis Cherunilam , International Marketing Francis, Himalaya publication 4. Rajagopal -International Marketing-2nd Edition –Vikas publications ,2011 5. P.K. Vasudeva, international Marketing-4th edition-Excel Books,2012 6. Beri, G.C, 'Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000. 8. Wirtz Jochen, Lovelock Christopher, ChatterjeeJayanta, Services Marketing: People, Technology, strategy, 8th Edition, Pearson,		
<b>Useful Links:</b>		
1. <a href="http://www.himpub.com/documents/Chapter905.pdf">http://www.himpub.com/documents/Chapter905.pdf</a> 2. <a href="http://centre.uek.krakow.pl/CENTRUMPSiM/wpcontent/uploads/2017/10/Horska_et_al_2014_m_in">http://centre.uek.krakow.pl/CENTRUMPSiM/wpcontent/uploads/2017/10/Horska_et_al_2014_m_in</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation A – Marketing Management, Paper No 2</b> <b>MBL660: Marketing Strategies and CRM</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Describe the various behavioral patterns of the consumers in the market.</li> <li>▪ Apply various marketing strategies for different market segments</li> <li>▪ Differentiate between the concept of marketing and CRM</li> <li>▪ Implement CRM Systems to enhance customer engagement and loyalty</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Consumer Behaviour and Branding</b>	<b>12 Hours</b>
Introduction, Consumer Modeling, The economic model, Learning model, Psychoanalytic model, The sociological model, The Howard sheath model of buying behaviour, The Nicosia model, The Engel, Kollat, Blackwell model, Relevance of marketing research with consumer behavior Branding, Role of brand, Advantages and disadvantages of branding, Strategic brand management process, Brand equity, Strong Indian Brands		
<b>Unit II</b>	<b>Marketing Strategies</b>	<b>12 Hours</b>
Meaning and importance, Portar's five forces model, Three levels of strategy, Strategic marketing planning process, Product life cycle strategies, Market entry strategies, Market leaders' strategies, Market challengers' strategies, Market followers' strategies, Frontal attack strategy, Leapfrog strategy, Flank attack, Guerrilla attack, Bypass attack, Building a market strategy through integrating concepts of marketing Green Marketing, Meaning & importance, Problems of green marketing, Green marketing strategies.		
<b>Unit III</b>	<b>Introduction to CRM</b>	<b>12 Hours</b>
Meaning, Definitions, Importance, Evolution and scope, CRM framework, Types of CRM as Operational, collaborative and analytical, Difference between transaction marketing and relationship marketing, Difference between marketing and CRM, Difference between relationship marketing & CRM, Requirements of CRM, Key CRM features, Zero customer defection,.		
<b>Unit IV</b>	<b>Building and Managing Customer Relationship</b>	<b>12 Hours</b>
Building customer relationship, Objectives and benefits, Customer life cycle, Modules in CRM, Customer value, Concept and characteristics, Customer value co-creation, Customer lifetime value (CLTV) , Meaning and measurement, Strategic customer management, Customer loyalty, Customer loyalty development strategies		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Paul Greenberg, CRM at the speed of light, 4<sup>th</sup> Edition,</li> <li>2. Mark E. Hill, Marketing Strategy, The thinking involved, 2<sup>nd</sup> Edition, SAGE Publications</li> <li>3. Robert Palmatier and Shrihari Sridhar, Marketing Strategy: Based on First Principles and Data Analytics, 2<sup>nd</sup> Edition, Red Globe Press publication</li> </ol>		

**References Books:**

1. Walker Mullins Boyd Larreche , 'Marketing Strategy-A Decision focused approach', TATA McGraw Hill.
2. Boyd Walker, Mullins Larrech, 'Marketing Strategy', Tata McGraw-Hill Publishing Company Ltd,New Delhi.
3. David Aaker, 'Strategic Marketing Management'.
4. McKenzie, Ray, 'Relationship Based Enterprise Powering Business Success Through CustomerRelationship Management', McGraw Hill., 2001
5. Sheth, Jagdish N, 'Customer Relationship Management- Emerging Concepts'.
6. Bergeron, Bryan, 'Essential of CRM - A Guide to Customer Relationship Management', John Wiley & Sons Inc., 2002.

**Useful Links:**

1. [https://www.tutorialspoint.com/customer\\_relationship\\_management/customer\\_relationshi\\_pmanagementtutorial.pdf](https://www.tutorialspoint.com/customer_relationship_management/customer_relationshi_pmanagementtutorial.pdf)
2. <https://s3.studentvip.com.au/notes/5463-sample.pdf>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation A – Marketing Management, Paper No 3</b> <b>MBL661: Digital Marketing</b>		
<b>Teaching Scheme:</b> Lectures: 02Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Use digital marketing tools and strategies through different digital channels.</li> <li>▪ Establish an e-commerce business based on the business plan, following Govt. rules and Regulations.</li> <li>▪ Perform online purchases and sales as per the business needs.</li> <li>▪ Use social media marketing tools effectively to promote and sale the product.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to Digital Marketing</b>	<b>12 Hours</b>
Concept of digital marketing and importance, Implications of digital change, Difference between blog & website, How to write blog, Advantages and disadvantages of digital marketing, Digital Engagement, Examples and importance, Digital engagement strategies, Digital channels, SEO, Digital marketing challenges, Virtual world.		
<b>Unit II</b>	<b>E - Commerce Business</b>	<b>12 Hours</b>
Decide on the perfect business plan and model, Category selection, Assortment plan, product selection, Preparation of product catalogue, Pricing of products, Discount calculations, Process of online listing of products, Target audience, Name of brand, Personal branding, Company logo, Brand registration, Formation of company, Registering and completion legal formalities, Goods and Service Tax (GST) certification, Shops and Establishment License, Payment Gateway Integration, Opening a bank account		
<b>Unit III</b>	<b>Online Purchase and Online Sales</b>	<b>12 Hours</b>
Criteria for selection of online store or website, Documents required for payment gateway for ecommerce business. Comparison and selection of payment gateways, Process of shipping, Inventory planning ,Managing order, Managing returns, Various Reports, Storage, Packaging- Selecting options of packaging material, Availability and purchase, Selection of courier service, Tracking of shipping goods.		
<b>Unit IV</b>	<b>Social Media Marketing</b>	<b>12 Hours</b>
Attracting customers by promotion, advertisement, and marketing through social media, YouTube, Facebook, WhatsApp, Instagram, Selection of keywords, Analytics, Reach, Impression click through rate, views, Engagement, audience, Different types of advertisement and revenue, algorithm, Google Ad Sense. Practical- Actual selling of products through online platforms like Amazon, Flipkart and apps by applying above concepts of digital marketing. Real life experience through actual promotion of products by using YouTube, Facebook, WhatsApp, Instagram. etc.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Hermawan Kartajaya, Iwan Setiawan and Philip Kotler, Marketing 4.0 (Traditional to Digital)</li> <li>2. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication.</li> <li>3. Vandana Ahuja, Digital Marketing: Oxford Higher education University Press.</li> </ol>		

**References Books:**

1. Damian Ryan. "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital generation"
2. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaign.
3. Michael Miller, B2B Digital Marketing: Using the Web to Market Directly to Businesses.
4. Ian Dodson. Wiley, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by (2016).

**Useful Links:**

1. <https://www.pdfdrive.com/the-new-rules-of-marketing-pr-how-to-use-social-media-online-videomobile-applications-blogs-e165674167.html>
2. <https://www.pdfdrive.com/the-new-rules-of-marketing-and-pr-how-to-use-social-mediae6984906.html>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM- III</b> <b>Specialisation B – Financial Management, Paper No. 1</b> <b>MBL612: Project Management and Infrastructure Finance</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Identify new business ideas for the entitlement of business.</li> <li>▪ Use different sources of finance for business establishment</li> <li>▪ Apply various cash and inventory management techniques in the organisation.</li> <li>▪ Explain infrastructure finance and its types.</li> </ul>		
Course Contents		
Unit I	Project Planning	12 Hours
Generation and screening of project ideas, Market and demand analysis, Technical Analysis, Project risk analysis, sensitivity analysis, scenario analysis, Break even analysis		
Unit II	Financial Estimates and projections	12 Hours
Project financing long term financing, Appraisal of term loans by Financial Institutions short term sources of finance, other sources		
Unit III	Cash & Inventory Management	12 Hours
Motive for holding cash, Objective of cash management, Factors determine the cash needs, Cash budget, techniques of cash management, Marketable securities, Treasury bills, Commercial papers, Certificates of deposit bankers' acceptance, Inter- corporate deposits, Cash management model, Baumol model, Miller-or model, Orgler's model, Inventory management objectives, Benefits of holding inventory, Techniques of inventory control, EOQ, Stock levels		
Unit IV	Infrastructure Finance	12 Hours
Introduction, Types of infrastructure financing, Infrastructure finance projects, Major sources of funding, Why doesn't the private sector invest in infrastructure projects, Financing needs of infrastructure projects at different stages, Risks in an infrastructure project <b>Note- Practical Problems will be asked from cash Budget, EOQ, Levels of stock.</b>		
Text Books:		
1. Prasanna Chandra (2014), "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", 8th Edition, McGraw Hill Education 2. I. M. Pandey (2009), "Financial Management", 9th Edition, Vikas Publishing House Pvt Limited. 3. Gopala Krishna Murthy (2010), "Infrastructure Financing - Trends, Challenges and Experiences", SBS Publishers and Distributors Pvt Ltd		
References Books:		
1. A. Sahay & M. S. Chhikara, (2007), "New Vistas of Entrepreneurship: Challenges & Opportunities", Excel Books. 2. P. V. Kulkarni & B. G. Satyaprasad (2000), "Financial Management", Himalaya Publishing House. 3. Dr. R. P. Rustagi (2011), "Financial Management - Theory, Concepts and Problems", 5th Edition, Paper Back 4. Neil S. Grigg (2010), "Infrastructure Finance: The Business of Infrastructure for a Sustainable Future", Wiley Publication.		
Useful Links:		
1. <a href="https://www.businessmanagementideas.com/financial-management/infrastructure-finance/infrastructure-finance-features-and-sources-financial-management/16946">https://www.businessmanagementideas.com/financial-management/infrastructure-finance/infrastructure-finance-features-and-sources-financial-management/16946</a> 2. <a href="https://india.oup.com/productPage/5591038/7421214/9780199465002">https://india.oup.com/productPage/5591038/7421214/9780199465002</a> 3. <a href="http://www.ddegjust.ac.in/studymaterial/mba/fm-405.pdf">http://www.ddegjust.ac.in/studymaterial/mba/fm-405.pdf</a> 4. <a href="https://www.ikbooks.com/home/samplechapter?filename=60_Sample_Chapter.pdf">https://www.ikbooks.com/home/samplechapter?filename=60_Sample_Chapter.pdf</a>		

<b>DKTES's Textile and Engineering Institute , Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation B – Financial Management, Paper No. 2</b> <b>MBL664: Financial Markets and System</b>		
Teaching Scheme: Lectures :03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Describe the Role of Indian financial System in the economy.</li> <li>▪ Use the information of Financial Market and take part in different financial markets.</li> <li>▪ Do Accounting of Transactions &amp; online banking transactions.</li> <li>▪ Describe different financial services provided in IFS.</li> </ul>		
Course Contents		
Unit I	Introduction to Indian Financial System	12 Hours
Introduction to Indian Financial System:- Development of Financial System in India, Structure of Indian Financial System, Role of Financial Sector in the economy, Institutional framework of Indian Financial System-Regulatory, Intermediaries, Non-Intermediaries Institutions, Reserve Bank of India(RBI), Securities Exchange Board of India (SEBI) and Insurance Regulatory and Development Authority (IRDA)- their Objectives and Functions		
Unit II	Financial Markets	12 Hours
Financial Market Functions – Classification – Money Markets – Structure and components of money market – Participants in Indian Money Market a) Capital Market: concept, types of markets- primary and secondary, Instruments in Capital Market- Shares, stocks, Debentures, bonds b) Money Market: concept, Instruments in Money market, Recent Developments, Composition of Money market c) Commodities & Derivatives Market: concept, Transactions- Swaps, Options and Futures d) Foreign Exchange Market: concept and characteristics		
Unit III	Concepts in Banking and Accounting of Transactions	12 Hours
Banks and NBFCs: Evolution of Banking in India, Structure of Indian Banking, Types of Banks & NBFCs: Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, NBFCs. Wholesale and Retail Banking, Investment Banking, Corporate Banking, Development Banking. Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, and DATANET, Petty Cash, Electronic Clearing Service (ECS), National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement (RTGS) System, IMPS.		
Unit IV	Financial Services	12 Hours
Leasing: - Concept, Types of Lease. Difference between Leasing and Hire Purchase. Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating agencies, Rating symbols of different companies. Venture Capital - Concept, Venture Capital Investment process, Dis-investment Mechanism. Insurance: Introduction to LIC, GIC and Private Insurance Companies		
Text Books:		
1 Banking – Dharmaraj E – Scitech Publications 2 Desai, Vasant (2010), Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.		

**References Books:**

1. Marketing of Financial Services, Dr D Guruswamy
2. Capital Markets & Financial Services, Anil Agashe
3. Bhole, L.M. and Mahakud Jitendra (2009), Financial Institutions and Markets, Tata McGraw-Hill Education Private Limited, New Delhi. 2. Khan, M.Y. (2013), Indian Financial System, Tata McGraw-Hill Education Private Limited, New Delhi.
4. Pathak, Bharati (2014), Indian Financial System, Dorling Kindersley India Pvt. Ltd. Licensees of Pearson Education in South Asia, New Delhi.
5. Bhalla, V.K. (2004), Management of Financial Services, Anmol Publishing House
6. Ramesh Babu (2009), Indian Financial System, Himalaya Publishing House, Mumbai.
7. Gordon, E. and Natrajan A. (2015), Financial Markets and Institutions, Himalaya Publishing House, Mumbai.

**Useful Links:**

1. [http://www.crectirupati.com/sites/default/files/lecture\\_notes/FIMS.pdf](http://www.crectirupati.com/sites/default/files/lecture_notes/FIMS.pdf)
2. <http://14.139.185.6/website/SDE/sde168.pdf>
3. <https://www.audisankara.ac.in/alms/pdf/fimsln.pdf>
4. <https://vskub.ac.in/wp-content/uploads/2020/04/FINANCIAL-SERVICES-6th-Sem.pdf>
5. <https://josephscollege.ac.in/lms/Uploads/pdf/material/FSS.pdf>



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation B – Financial Management, Paper No. 3</b> <b>MBL614: Mergers, Acquisitions and Corporate Valuation</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b> 04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, students will be able to - <ul style="list-style-type: none"> <li>▪ Analyse Leverages and Illustrate capital structure decisions.</li> <li>▪ Explain Dividend policy in practice</li> <li>▪ Evaluate Merger and Acquisition and Restructuring decisions.</li> <li>▪ Describe Financial Management in Sick Units.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Capital Structure Decision</b>	<b>12 Hours</b>
Financial Leverage, Operating Leverages and Combined Leverage, Indifference point, Approaches to appropriate capital structure (NI Approach, NOI Approach, Traditional Approach and Modigliani Miller Approach) EBIT-EPS Analysis, Guidelines for planning, Capital structure policies in practice.		
<b>Unit II</b>	<b>Dividend Decision</b>	<b>12 Hours</b>
Dividend Models, Determinants of Dividend Policy Dividend policy in practice, Purpose of Dividend Payout Ratio, Stability in Dividend Policy Dividend as Residual Payment, Legal and Procedural Aspects of Dividend. Bonus Shares- regulation, reasons, deciding bonus ratio. bonus shares and stock splits		
<b>Unit III</b>	<b>Merger and Acquisition and Restructuring</b>	<b>12 Hours</b>
Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.		
<b>Unit IV</b>	<b>Financial Management in Sick Units</b>	<b>12 Hours</b>
Definition of Industrial Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.		
<b>Text Books:</b>		
1. Prasanna Chandra, Financial Management- Fifth Edition, McGraw Hill Publication		
<b>References Books:</b>		
1. James C, Van Horne, Financial Management – Seventh Edition - <i>Financial Times</i> / Prentice Hall; 2. Bhalla V.K, Financial Management and Policy, First Edition, S. Chand Publication 3. Khan and Jain, Financial Management, fifth Edition, McGraw Hill Publication 4. I. M. Pandey, Financial Management, Eleventh Edition , Vikas Publication		
<b>Useful Links:</b>		
1. <a href="https://theintactone.com/2019/01/08/sfm-u4-topic-9-corporate-and-distress-restructuring/">https://theintactone.com/2019/01/08/sfm-u4-topic-9-corporate-and-distress-restructuring/</a> 2. <a href="http://jnujprdistance.com/assets/lms/LMS%20JNU/MBA/MBA%20-%20Banking%20and%20Finance/Sem%20III/Financial%20Decision%20Analysis/Version%202/Fi">http://jnujprdistance.com/assets/lms/LMS%20JNU/MBA/MBA%20-%20Banking%20and%20Finance/Sem%20III/Financial%20Decision%20Analysis/Version%202/Fi</a>		

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**MBA Second Yr. SEM-III**  
**Specialisation C – Human Resource Management, Paper No. 1**  
**MBL617: Planning, Procurement and Placement of HR**

Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE:30Marks ISE:20Marks SEE:50Marks
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**Course Outcomes:**

On completion of the course, student will be able to -

- Describe the HRP, HR demand and supply forecasting and, recruitment with its detail aspects.
- Explain the Recruitment, selection and placement with its different aspects.
- Develop induction program with its different aspect along with socialization concept.
- Identify the interviewing concept with its different aspects like types, do's and don'ts and procedure.

**Course Contents**

<b>Unit I</b>	<b>Human Resource Planning</b>	<b>12 Hours</b>
Human Resource Planning need and benefits, Factors affecting on HRP , Human Resource Accounting- Methods of HRA, HR demand forecasting, Demand Forecasting techniques – HR supply forecasting,.		
<b>Unit II</b>	<b>Procurement of Human Resource</b>	<b>12 Hours</b>
Recruitment –Process, factors affecting on recruitment, Methods of recruitment, Recent trends in recruitment, Assessment of recruitment program . Meaning; Factors affecting selection decision Types of tests, Recent trends in selection Process, Placement.		
<b>Unit III</b>	<b>Induction and Socialization</b>	<b>12 Hours</b>
Induction Programme- Objective, benefit, Content of Induction Program, Designing an induction program, Types of Induction Program, Socialization- Concept, Phase of Socialization		
<b>Unit IV</b>	<b>Interviewing</b>	<b>12 Hours</b>
Types of interviews – Unstructured, structured, behavioral, Job related, stress full .Principles of interviewing – Do's and Don'ts, Interviewing procedure –Conduction & Appearing, Preparation, setting – physical and mental, conduct of interview, close.		

**Text Books:**

1. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, ISBN Number: 978-81-8488-805-8.
2. K.Mishra and V.K.Puri (2012) Economic Environment of Business,(with case studies), Himalaya Publishing House, Mumbai.

**References Books:**

1. P. Subba Rao (2011) “Human Resource Management” 5<sup>th</sup> Ed Himalaya Publications.
2. Gary Dessler (2008) “Human Resource Management” 11<sup>th</sup> ED Prentice-Hall of India Pvt .Ltd.
3. K. Aswathappa (2013) “Human Resource Management- Text and Cases”75<sup>th</sup> Ed Tata McGraw Hill.
4. VSP Rao (2006) “Human Resource Management: Text and Cases” 5<sup>th</sup> Ed Excel Books.
5. H.Johan Bernardin and Joyee E.A Russel (2012) “Human Resource Management” 6<sup>th</sup> Edn Mc Graw – Hill publications.

**Useful Links:**

1. <https://www.economicdiscussion.net/human-resource-management/human-resource-planning-definition-importance-objectives-process-prerequisites/31575>
2. <https://www.employment-studies.co.uk/system/files/resources/files/312.pdf>
3. [https://unece.org/DAM/stats/publications/HRMT\\_w\\_cover\\_resized.pdf](https://unece.org/DAM/stats/publications/HRMT_w_cover_resized.pdf)

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation C – Human Resource Management, Paper No. 2</b> <b>MBL618: Human Resource Development</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Describe the concepts of HRD, its elements and mechanism.</li> <li>▪ Effectively apply the essentials of HR need analysis to find developmental needs of employees.</li> <li>▪ Evaluate and select proper technique of performance appraisal.</li> <li>▪ Use the emerging trends of employee coaching, mentoring, and counselling to ensure developed human resource in the organization.</li> </ul>		
Course Contents		
Unit I	Basics of Human Resource Development	12 Hours
Concept of HR, HRM and HRD. Relationship between HRM and HR. Difference between HRM and HRD. Elements of good HRD. HRD mechanisms, HRD process and outcomes. HRD matrix. HRD interventions. HRD Climate. Challenges in HRD.		
Unit II	HRD Process	12 Hours
Assessing need for HRD. Designing and developing effective HRD programs. Methods of Executive Development. leadership development. Evaluating effectiveness of HRD (Introduction and Significance), Donald Kirkpatrick's model of evaluation. HRD Audit (Scope & Process), HR Accounting (Concept and Methods).		
Unit III	Performance Appraisal and Employee Engagement	12 Hours
Meaning of Performance Appraisal and its significance. Process of Performance Appraisal. Methods of performance appraisal. Employee Engagement: Definition, Nature and Benefits of Employee engagement.		
Unit IV	HRD Trends	12 Hours
Coaching and mentoring. Career management and development. Employee counselling. Competency mapping. Appreciative inquiry. Integrating HRD with technology. Emotional Intelligence – IQ Vs EQ, Creativity and its role in management.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Edwin B.Flippo (1984), “Personnel Management”, Sixth Edition, McGraw-Hill International Editions.</li> <li>2. Garry Dessler (2015), “Human Resource Management”, 14th Edition, Pearson Publications.</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. K. Aswathappa (2009), “Human Resource Management”, Fifth Edition, Tata McGraw-Hill Publishing company Limited.</li> <li>2. Dr,B, Rathan Reddy (2008), “Effective Human Resource Training and Development Strategy”, Third Edition, Himalaya Publishing House.</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448">https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448</a></li> <li>2. <a href="https://www.managementstudyguide.com/human-resource-development-articles.htm">https://www.managementstudyguide.com/human-resource-development-articles.htm</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation C – Human Resource Management, Paper No. 3</b> <b>MBL619: Compensation and Benefits Management</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Explain the basics and concepts of human resource compensation and compensation management.</li> <li>▪ Apply the rules and principles of wage and salary administration.</li> <li>▪ Apply the basics of incentive plan and non-monetary benefits to decide facilities to HR.</li> <li>▪ Analyse and provide solution to compensation related problems in organization by considering their legal aspects.</li> </ul>		
Course Contents		
<b>Unit I</b>	<b>Basics of Human Resource Compensation</b>	<b>12 Hours</b>
Job Evaluation, Meaning, Objectives, Principle Procedure, Methods/Techniques of job evaluation: Non-Quantitative, Advantages and problem of job evaluation.		
<b>Unit II</b>	<b>Compensation Management</b>	<b>12 Hours</b>
Salary administration, Meaning of salary administration, Purpose, Compensation, Reward, Salary level and salary structure in India, Determinants of establishing strategic wage plan, Rule of wage administration, principle of wage and Salary administration ingredients of good wage plan, Executive compensation, Competency based pay, Challenges of remuneration.		
<b>Unit III</b>	<b>Employees Facilities</b>	<b>12 Hours</b>
Benefits for Human Resources, Incentive, Meaning, Feature, Determinants, Incentive plan for blue collar Worker, Incentive plan for white collar worker, Essential of effective incentive cafeteria style compensation Employee benefits: Pay for time not worked, vacation and holiday, Severance pay, Insurance		
<b>Unit IV</b>	<b>Legal Aspects</b>	<b>12 Hours</b>
Government Policies, Methods of wage fixation in India: Minimum wage act, Payment of wage act, Equal remuneration act, wage Board pay commission issue and constraints in wage determination in India, Issue in Indian wage policy: Meaning and importance of bonus act, Gratuity act, PF, ESI, Workmen's compensation act.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Edwin B.Flippo (1984), "Personnel Management", Sixth Edition, McGraw-Hill International Editions.</li> <li>2. Garry Dessler (2015), "Human Resource Management", 14th Edition, Pearson Publications.</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. K. Aswathappa (2009), "Human Resource Management", Fifth Edition, Tata McGraw-Hill Publishing company Limited.</li> <li>2. Dr. B. Rathan Reddy (2008), "Effective Human Resource Training and Development Strategy", third Edition, Himalaya Publishing House.</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448">https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448</a></li> <li>2. <a href="https://www.managementstudyguide.com/human-resource-development-articles.htm">https://www.managementstudyguide.com/human-resource-development-articles.htm</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute , Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation D – IT and System Management, Paper No. 1</b> <b>MBL622: Strategic Management of Information Technology</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the use of strategic information in the organization, classification and success factors.</li> <li>▪ Apply IS/IT strategy and strategy tools and techniques.</li> <li>▪ Study the IT governance and COBIT Framework.</li> <li>▪ Explore the management of IT services and types of IS/IT services.</li> </ul>		
Course Contents		
Unit I	Role of IT and IS in Organizations:	12 Hours
Evolution of IT, IT as an Enabler for Strategic Management, Evolving nature of Strategy and strategic planning in organization, Strategic Framework, Strategic use of IT, Information System: Classification, Success Factors.		
Unit II	IS Strategy	12 Hours
IS Strategy: Concept, Strategy Implementation, Strategy Tools, Resource based view, Approaches towards development of information strategy, Challenges and hurdles. Steps in strategic planning of IT, Establishing an IT strategy: objectives, process, scope and expectations, Results from the IT strategy process.		
Unit III	IT Governance and ASP:	12 Hours
IT Governance: Definition, Need, Key Roles, Assessment Maturity Model, Integrated IT Governance Framework: Concept, Components, Common IT Governance Frameworks: ITIL, COBIT, Val IT,. IT Governance Decision Rights, Key Resources and Functions, Results of Ineffective IT Governance, IT Services Management: Types of IT services, Managing IT Infrastructure, Outsourcing strategies: Purpose and guidelines, Application Service Providers (ASP)		
Unit IV	Case studies on-IT governance	12 Hours
Cyber Security, Data Privacy, ISO 27001.		
Text Books:		
1. IT Governance, Peter Weill and Jeanne W Ross, Harward Business School Press 2. Strategies for Information Technology Governance, Wim Van Grembrgen, Idea Group Publishing		
References Books:		
1. IT Governance, Martin Frohlich and Kart Glasher, Gabler Publication 2. IT Governance, A Practical Guide by Christopher B Gillies 3. IT Governance : How Top managers manages IT decisions right for superior results By Peter Weill Harward Business School Press 4. Corporate Information strategy and Management By L M Applegate 5. Information Technology Management By Raner ,Potter and Turban		
Useful Links:		
1. <a href="https://thinkinsights.net/digital/it-strategy/">https://thinkinsights.net/digital/it-strategy/</a> 2. <a href="https://repository.dinus.ac.id/docs/ajar/ebooksclub.org_StrategicPlanningofInformationSystem_s_.pdf">https://repository.dinus.ac.id/docs/ajar/ebooksclub.org_StrategicPlanningofInformationSystem_s_.pdf</a> 3. <a href="https://www.managementstudyguide.com/importance-of-information-technology-governance.htm">https://www.managementstudyguide.com/importance-of-information-technology-governance.htm</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation D – IT and System Management, Paper No. 2</b> <b>MBL623: Managing Software Projects</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Identify and describe project management in terms of the software development process.</li> <li>▪ Develop skills in creating comprehensive project plans that include scope, schedule, and resource allocation.</li> <li>▪ Understand and Manage project costs, including budgeting, tracking expenses, and cost control measures.</li> <li>▪ Explore strategies for ensuring software quality through effective testing methodologies and quality assurance practices.</li> </ul>		
Course Contents		
Unit I	Project Management	12 Hours
Project Management: Concept, Characteristics, Need and steps. Project plan and review, Project Communication and Documentation Project management Tools: PERT, CPM, Gant Chart MS- Project, Risk analysis and risk reduction, Skills for Project Manager		
Unit II	Software Project Management	12 Hours
Introduction to Software and Software Engineering, Software development life cycle, Software Project Planning: Problem definitions and strategy development, Software Metrics. System: Definition of business system, System Analyst: Role, and Characteristics, System analysis Method- Initial investigation, feasibility study, cost benefit analysis, requirement analysis, and detailed analysis. System Analysis Techniques – DFD, data dictionary, Decision tree, decision table, E-R Diagram, Planning for configuration management and independent verification.		
Unit III	Software Cost Estimation	12 Hours
Software Cost Estimation: Introduction, software cost factors, software cost estimation Techniques: Empirical, Heuristic, Analytical COCOMO, FPA, NPA & ROI. Estimation of software maintenance cost, Feedback Control		
Unit IV	System Configuration Management	12 Hours
Introduction to System Configuration Management, SCM Tools: (Ansible, CFEngine, Chef, Puppet, Salt, etc.), Change Management: Plan, Process, Version Management, Defect Management, Release Management Process, Software Quality Factors, Software quality Metrics, Quality Assurance activities. Case Studies on- Risk identification, Project Management tools, Estimation Techniques etc.		
Text Books:		
<ol style="list-style-type: none"> <li>1. Software Engineering – Roger S. Pressman</li> <li>2. Software Project Management – Edwin Bennatan</li> </ol>		
References Books:		
<ol style="list-style-type: none"> <li>1. Software Engineering – Martin L. Shooman</li> <li>2. Principles of Software Engineering Management – Glib T ( Add on Wesley)</li> <li>3. Software Engineering Project Management- Thayer R.H. (IEEE, CS Press)</li> <li>4. Software Project Management –Bob Hugues (TMG)</li> <li>5. Software Engineering – Roger S. Pressman</li> <li>6. Software Project Management – Edwin Bennatan</li> <li>7. www.redhat.com</li> </ol>		
Useful Links:		
<ol style="list-style-type: none"> <li>1. <a href="https://www.tutorialspoint.com/software_engineering/software_project_management.htm">https://www.tutorialspoint.com/software_engineering/software_project_management.htm</a></li> <li>2. <a href="https://www.managementstudyguide.com/software-project-management.htm">https://www.managementstudyguide.com/software-project-management.htm</a></li> <li>3. <a href="http://www.mbaexamnotes.com/software-project-management.html">http://www.mbaexamnotes.com/software-project-management.html</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation D – IT and System Management, Paper No. 3</b> <b>MBL624: Information System Audit &amp; Security</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Explain the security controls in the aspects of physical, logical and operational security control</li> <li>▪ Learn how to develop, implement, and enforce security policies and procedures to safeguard information assets.</li> <li>▪ Develop skills in assessing and auditing information systems to identify vulnerabilities, weaknesses, and compliance with security standards.</li> <li>▪ Analyze the latest trend of computer security threats and defense.</li> </ul>		
Course Contents		
Unit I	IS Security	12 Hours
History & evolution of IS Security, Introduction to security, need for security and control, Information system Assets, risk to information, system data and resources, definition of information security. Computer crimes and virus Internal control, types of security Physical security, Threats to security, physical access, fire and theft protection, environmental hazards, logical security: Threats to security, access control- identification, authentication, authorization, password control and management access control software.		
Unit II	Data Security	12 Hours
Data Security: Concept, data access control, Back-up and recovery strategies, data input/output control, data encryption. Telecommunication Security: Physical security, logical access security, dial in access security, network management control, Authentication protocols, Internet/intranet Security. Computer configuration and operation security/ software security, start-up /shut down procedures, backup and recovery strategies, personal security, protection from people, protection from/of employees.		
Unit III	Security Policy	12 Hours
Security policy: Administrative & technical policies, Security policy framework & infrastructure, Introduction to Security policies, ISO standards and Practices. Domain related Security studies		
Unit IV	IS Audit and Control	12 Hours
Information System Audit: Overview, Need of audit of computers, Effects of computers on auditing, conducting an information system audit, Types of audit, Audit procedure, Audit risks, Steps in an audit. Information System Control: framework of management control, top management control, evaluating the planning, organizing, leading and controlling function, Basic concept of system development, management controls, programming management controls, operation management controls.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. EDP Auditing - Ron Weber</li> <li>2. PC and LAN security – Stephen Cobb</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Enterprise Security - Protecting Information Assets - Michel E. Kabey</li> <li>2. Enterprise Disaster Recovery Planning – Miora</li> <li>3. Computer Security – Summies</li> <li>4. Internet Security – Derek, Alkins</li> <li>5. Information security policies procedures and standards by Thomas Pettier</li> <li>6. Information System Security: security Management frameworks and best Practices by Nina Godbole</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.javatpoint.com/computer-network-security">https://www.javatpoint.com/computer-network-security</a></li> <li>2. <a href="https://www.tutorialspoint.com/information_security_cyber_law/network_security.htm">https://www.tutorialspoint.com/information_security_cyber_law/network_security.htm</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation E – Production Management, Paper No. 1</b> <b>MBL627: Manufacturing Strategy and Technology Management</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain manufacturing and operations strategies and their significance in business to gain competitive advantage.</li> <li>▪ Use the stages of product development by considering related influencing factors.</li> <li>▪ Recognize decision-making areas pertaining to key activities in the production department.</li> <li>▪ Analyse the production system through the learned concepts like PERT, CPM, time cost curves and project program review.</li> </ul>		
Course Contents		
Unit I	Concept of manufacturing and operations strategy	12 Hours
Operation strategies in global economy, Today's global business conditions, Formation of operations strategy- capacity planning formulation & implementation of manufacturing policies, building competitive advantage through manufacturing policy-technology management and competitiveness.		
Unit II	Product Development	12 Hours
Salient features, Production Process design and engineering layout, design of jigs and fixtures, flexible manufacturing system.		
Unit III	Decision Areas	12 Hours
Structural decision areas. Facilities management. Capacity planning (process) Infrastructural Decision Areas: -Planning and Control. Quality- Responsibilities and accountabilities in operations. Human factor in Production.		
Unit IV	Production System and Project Scheduling	12 Hours
Analysis of production system, planning for project production system, crashing, manpower planning through PERT, CPM, Utility data and time cost curves, Direct and indirect cost, Optimum cost, resources allocation and levelling, project programme review, Updated network, Activity based costing.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Norman Gaither Greg Fraizer , “Operations Management” Thomson Asia Pvt. Ltd., Singapore</li> <li>2. Slack, Nigel &amp; Lewis, Michael (2017), Operations Strategy 5<sup>th</sup> ed, Pearson Education, UK, ISBN: 978- 1-292-16249-2</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Joseph S. Martin, “Production &amp; Operations Management – An applied modern Approach “John Wiley and sons (Asia) Pvt. Ltd. Singapore.</li> <li>2. Charry S. N. “Production and Operations Management”, Tata McGraw Hill, New Delhi</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.slideshare.net/prashant1793/manufacturing-strategy-78983518">https://www.slideshare.net/prashant1793/manufacturing-strategy-78983518</a></li> <li>2. <a href="https://nptel.ac.in/courses/110/107/110107116/">https://nptel.ac.in/courses/110/107/110107116/</a></li> <li>3. <a href="https://www.referenceforbusiness.com/management/Str-Ti/Technology-Management.html">https://www.referenceforbusiness.com/management/Str-Ti/Technology-Management.html</a></li> </ol>		



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation E – Production Management, Paper No. 2</b> <b>MBL628: Operations Planning and Control</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain various concepts pertaining production planning and control.</li> <li>▪ Apply different forecasting techniques for effective planning of production.</li> <li>▪ Apply knowledge of Work Measurement, Time Study and Production Study to effectively control production.</li> <li>▪ Analyse the effectiveness of modern techniques of JIT, MRP, CRP to manage inventory.</li> </ul>		
Course Contents		
Unit I	Introduction	12 Hours
Types of production (job, batch and continuous). Production forecasting (Concept and objectives). Functions of production control. Product development and design (Marketing Aspect, Functional Aspects Operational Aspect, Durability and Dependability Aspect, Aesthetic Aspect)		
Unit II	Work Study	12 Hours
Method study, basic procedure -Selection, Recording of process, Critical analysis, Development, Implementation, Micro motion and memo motion stud, work measurement (Techniques of work measurement) Time study, Production study.		
Unit III	Product planning and Process planning	12 Hours
Product planning. Extending the original product information. Value analysis. Process planning and routing. Pre requisite information needed for process planning. Steps in process planning. Quantity determination in batch production. Machine capacity.		
Unit IV	Inventory control and recent trends in PPC	12 Hours
Inventory control- Purpose of holding stock-Effect of demand on inventories-Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size ABC analysis. Just in time system, MRP and CRP.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Burbridge – “Principles of Production Control.”</li> <li>2. Garret Leonard J, Silver Milton – “Production Management Analysis.”</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Norman Gaither, Greg Faizer – “Operations Management – Thomson Asia Pvt. Ltd”.</li> <li>2. Le J, Krajewski and Larry P Ritzman, Operations Management Strategy and Analysis.</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://theintactone.com/2019/05/25/kmbom02-operations-planning-control/">https://theintactone.com/2019/05/25/kmbom02-operations-planning-control/</a></li> <li>2. <a href="https://www.managementstudyguide.com/production-planning-and-control.htm">https://www.managementstudyguide.com/production-planning-and-control.htm</a></li> <li>3. <a href="https://mrcet.com/downloads/digital_notes/ME/IV%20year/PPC%20NOTES.pdf">https://mrcet.com/downloads/digital_notes/ME/IV%20year/PPC%20NOTES.pdf</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation E – Production Management, Paper No. 3</b> <b>MBL629: Strategic Materials Management</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Describe ethical issues in purchasing and negotiations.</li> <li>▪ Use the knowledge of materials management techniques in improving the value of material for the given production problem.</li> <li>▪ Use the concepts and fundamentals of stores management in materials management.</li> <li>▪ Apply the modern concepts of Codification, Standardization and Material handling for given material management related problem.</li> </ul>		
Course Contents		
<b>Unit I</b>	<b>Introduction to Materials Management</b>	<b>12 Hours</b>
Meaning, Objectives, functions, Importance of materials management, purchasing of material, 5R purchasing, Purchasing cycle, Vendor rating and development, Vendor managed inventory.		
<b>Unit II</b>	<b>Integrated approach to materials management</b>	<b>12 Hours</b>
Introduction, materials productivity and role of materials management techniques in improved materials productivity. Cost reduction and value improvement, value analysis for right choice and rationalization of materials.		
<b>Unit III</b>	<b>Stores management</b>	<b>12 Hours</b>
Introduction, stores functions, stores organization, stores systems and procedures, stores accounting and verification systems, stores address systems, stores location and layout, store equipment.		
<b>Unit IV</b>	<b>Other aspects of Materials Management</b>	<b>12 Hours</b>
Codification, standardization, material handling, Material Cost reduction techniques, Future of materials management, Challenges in materials management.		
Text Books:		
1. Arnold and Chapman "Introduction to Materials Management", Pearson Education Asia, Fourth Edition, (2001) 2. Materials Management- An Integrated Approach- Prentice Hall India, New Delhi- P. Gopalkrushnan & M. Sudarsan.		
References Books:		
1. Materials Management- Procedure, Text & cases- Prentice Hall India- A.K. Dutta. 2. Dobler Donald W., Burt David N., "Purchasing and Supply Management", Tata McGraw Hill, Sixth Edition (2001) 3. Menon K S, "Purchasing and Inventory Control", Wheeler Publishing New Delhi, Third Edition (1997) 4. Narsimhan, Mcleavey & Billington, "Production Planning & Inventory Control", Prentice Hall of India, Second Edition (2003)		
Useful Links:		
1. <a href="https://perso.crans.org/fortuneau/ressources_maxnce_nouchet/Introduction%20to%20Materials%20Management.pdf">https://perso.crans.org/fortuneau/ressources_maxnce_nouchet/Introduction%20to%20Materials%20Management.pdf</a> 2. <a href="http://egyankosh.ac.in/bitstream/123456789/11575/1/Unit-2.pdf">http://egyankosh.ac.in/bitstream/123456789/11575/1/Unit-2.pdf</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation F – Agricultural Business Management, Paper No. 1</b> <b>MBL632: Agri Business Management</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials: 01Hr/Week	Credits 04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Explain the scope of agri business in India.</li> <li>▪ Use skills and techniques to run agri business.</li> <li>▪ Analyse various marketing strategies to decide suitable strategies for agri business.</li> <li>▪ Explain agribusiness legislations.</li> </ul>		
Course Contents		
Unit I	Introduction to Agri Business	12 Hours
Nature, Scope and functions of agribusiness, Types of agribusiness, Brief review, Difference between farm and nonfarm sectors, Importance of small agribusinesses, Agri-Input, Meaning, Nature, Types and Classification. Various agri inputs, Seeds, Fertilizers, Agro-Chemicals (Pesticides and Fungicides), Scope for Agri-input business. Production and marketing of agri-inputs, Legal aspects in marketing of agri-inputs		
Unit II	Agribusiness Opportunities	12 Hours
Nature, Types, Functions, Problems and Scope of Milk processing and animal husbandry units, Horticulture & Floriculture, Agri tourism business, Food processing units, Agri support and ancillaries. Introduction to organic farming, Agri-output business, Meaning, Scope and Nature. Post-Harvest technologies.		
Unit III	Agricultural Marketing	12 Hours
Agricultural marketing system in India, Nature and Functioning, Problems of agricultural marketing, Policies, Role of NAFED, Functioning of rural primary markets, Mandi, Regulation of markets, Agriculture mall, Agricultural pricing policies; Public distribution system, MSP, Recent trends in Agri output Business, Contract farming, Organic farming, HOPCOMS		
Unit IV	Agri Business Legislations	12 Hours
Essential commodities act-1955 and its amendments, Agriculture produce (Grading & Marking) act, 1937, Plant varieties and farmers' right Act, 2001, Food safety and standards act, 2006, Provisions under GST and Income Tax Act 1961, Indian farms reforms 2020.		
Text Books:		
<ol style="list-style-type: none"> <li>1. Smita Diwase, Agri-Business Management, Everest Publishing House, Pune</li> <li>2. S.S. Achary, N.L. Agarwal, Agricultural Marketing in India</li> <li>3. S.K. Misra, V.K. Puri, Indian Economy, Himalaya Publishing House, Mumbai.</li> </ol>		
References Books:		
<ol style="list-style-type: none"> <li>1. Bhave S.W., Agri-Business Management in India</li> <li>2. M. Upton &amp; B.O., Anlloio, Farming as a Business, Oxford University Press. New York</li> <li>3. Agriculture Produce (Grading &amp; Marking) Act, 1937</li> <li>4. Essential Commodities Act-1955 and its recent amendments</li> <li>5. Food Safety and Standards Act, 2006</li> </ol>		
Useful Links:		
<ol style="list-style-type: none"> <li>1. <a href="https://www.agrimoon.com">https://www.agrimoon.com</a></li> <li>2. <a href="http://www.jnkvv.org">http://www.jnkvv.org</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation F – Agricultural Business Management, Paper No. 2</b> <b>MBL633: Agribusiness Finance</b>		
Teaching Scheme: Lectures: 03Hrs/Week Tutorials: 01Hr/Week	Credits 04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Describe financing system for agri business in India</li> <li>▪ Use the information of sources of agricultural financing while starting own agri business</li> <li>▪ Differentiate institutional and non-institutional finance for agriculture sector</li> <li>▪ Select suitable supportive provision offered by government for the agri business</li> </ul>		
Course Contents		
Unit I	Introduction to Agribusiness Finance	12 Hours
Agriculture Finance, Meaning, Need, Importance and Scope, Principles of agriculture finance, Classification of credit, 3 R's, 5C's, and 5P's of Credit, Tools of financial analysis, Balance Sheet, Income statement, Cash flow statement		
Unit II	Agricultural Financing	12 Hours
Sources of agricultural finance, Features and nature of cooperative credit institutions, National Bank for Agriculture and Rural Development (NABARD), Regional rural banks. Commercial banks and Rural credit, Non institutional finance, Agricultural finance problems and remedies		
Unit III	Micro Finance	12 Hours
Micro Finance, Meaning, Importance, Features and Scope, Self-help groups: Meaning and its role in micro Finance, NABARD and Micro finance, Reserve Bank of India and micro finance, JLG, Grameen bank model, Rural Co-operatives		
Unit IV	Provisions to Support Agribusiness	12 Hours
Budgetary provision to agri-business, Comprehensive crop insurance, Features of government schemes and programs like, Kisan credit card, PMBFY, PMKSY, e-NAM, NMSA.		
Text Books:		
<ol style="list-style-type: none"> <li>1. Jain, S.C, Management in Agriculture Finance, Vora and Company Publishers Pvt. Ltd., Mumbai</li> <li>2. Kahlon, A. S., Karam Singh, Managing Agricultural Finance, Allied Publisher Pvt. Ltd., Mumbai</li> <li>3. Patnkar, S.V, Financial Management, Everest Publishing House, Pune</li> <li>4. Prasana Chandra, Financial Management, Tata McGraw Hill Publishing Co. Ltd., New Delhi.</li> </ol>		
References Books:		
<ol style="list-style-type: none"> <li>1. C.B. Memoria, Problems of Agriculture in India, Himalaya publishing House, Mumbai</li> <li>2. Chandra Shekhar Prasad, Agriculture &amp; Sustainable Development, New Century Pub, New Delhi</li> <li>3. R.N. Soni, Leading Issues in Agricultural Economics</li> <li>4. Singh and Sadhu, Fundamentals of Agriculture Economics</li> </ol>		
Useful Links:		
<ol style="list-style-type: none"> <li>1. <a href="https://www.agricoop.gov.in">https://www.agricoop.gov.in</a></li> <li>2. <a href="http://www.krishijagran.com">http://www.krishijagran.com</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation F – Agricultural Business Management, Paper No. 3</b> <b>MBL634: Agriprenurship and Agro Process Industries</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits 04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Discuss the concept of agriprenurship and agro process industries</li> <li>▪ Identify the problems and prospects of agro process industries</li> <li>▪ Compare various agro process industries in India</li> <li>▪ Select a proper process of establishing an API</li> </ul>		
Course Contents		
<b>Unit I</b>	<b>Agriprenurship and API</b>	<b>12 Hours</b>
Agriprenurship, Concept, Characteristics, Nature, Scope, Challenges, Agro Process Industries (API), Concept, Importance, Nature, Scope, Constraints, Classification of API, Role of in Indian context		
<b>Unit II</b>	<b>Crucial Agro Process Industries</b>	<b>12 Hours</b>
Sugar Mills: Present status, Importance in development, Problems, Prospects, Products and by products. Rice Mills: Significance and constraints, Problems and prospectus Dal mills: Present status, Processing management, Methods; Dry milling, Wet milling, Cotton and Textiles industry, Significance, Problems, Prospectus, Products and by products		
<b>Unit III</b>	<b>Potential Agro Process Industries</b>	<b>12 Hours</b>
Present status, Importance, Post-Harvest management, Prospects and constraints in Processing of soybean, Fruits, Milk, Oil, Vegetables and medicinal plants.		
<b>Unit IV</b>	<b>Establishing an API</b>	<b>12 Hours</b>
Setting an API (Project identification, Feasibility analysis, Feasibility report, Financing, Monitoring), Constraints (Infrastructural, Technological, Socio-cultural, Resource utilization), Growth and modernization of agro based industries for employment and revenue generation		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Diwase Smita, Agri-Business Management, Everest Publishing House, Pune</li> <li>2. Gauradevi Katnalli, Agro - Based industries in India: an Economic Analysis, ABS Publisher</li> <li>3. M. K. Ramchandran, Economics of Agro- Based Industries, Mittal Publication, New Delhi</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Srivastava, U.K, Agro-processing Strategy for Acceleration and Exports, OUP, New Delhi</li> <li>2. Food Processing and agro based industries, Engineers India Research Institute, New Delhi</li> <li>3. Handbook on Agro Based Industries, NPC's NIIR Project Consultancy services</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.mofpi.nic.in">https://www.mofpi.nic.in</a></li> <li>2. <a href="http://www.ideas.repec.org">http://www.ideas.repec.org</a></li> </ol>		

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**MBA Second Yr. SEM-III**  
**Specialisation G – Textile Management, Paper No. 1**  
**MBL637: Textile Manufacturing Process**

Teaching Scheme: Lectures: 03 Hrs/Week Tutorials: 01Hr/Week	Credits 04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
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**Course Outcomes:**

On completion of the course, student will be able to -

- List out basics of Textile spinning and weaving processes.
- Explain textile manufacturing process of yarn and fabric.
- Compare ring spinning yarn and new spinning systems yarns.
- Classify various fabric manufacturing techniques like weaving and knitting.

**Course Contents**

Unit I	Introduction to Textile Fiber, Yarn	12 Hours
Definition of textile fiber, Definition of yarns (Filament, Textured yarn, Spun Staple), Classification of fiber and yarns, Fiber characteristics required for spun yarn production. Cotton Fiber Cultivation & Ginning, Cotton varieties & their characteristics. Process flow chart for conversion of staple fibers into yarns. Mixing & Blow room objectives of blow room, Chute feed system. Carding and its objectives, Importance, Draw frame, objectives of draw frame, Concept of drafting, requirement of doubling.		
Unit II	Yarns Manufacturing Process and Numbering System	12 Hours
Comber, combing process & Comber Preparatory, Speed frame and its objectives, Twisting system. Ring Spinning Frame, Objectives of ring frame, Winding and its Objectives, Yarn Passage and Yarn Faults removal at winding, Package details. New Spinning Systems- Introduction to open end spinning, Air jet spinning. Comparative study of yarn characteristics among above spun yarns. Yarn numbering - Direct system, indirect system, study of Text Denier, English, Metric, Worsted, Woolen systems. Study of folded yarn, Introduction to conversions between different systems of yarn numbering.		
Unit III	Fabric and Textiles	12 Hours
Introduction to fabric and its structure. Introduction to fabric forming such on weaving, knitting and non- woven. Brief introduction to processes involved in these methods. Flow chart for woven fabric manufacturing. Basic terminologies like Warp, Weft, End, Pick, Selvedge, Objects and passage of yarn through Beam Warping Machine. Objectives and need of Sectional Warping Machine. Objectives and need of Sizing		
Unit IV	Fabric Manufacturing	12 Hours
Weaving – Classification of looms. Concept of weaving of fabric. Passage of warp through the plain loom. Various motions used on loom. Shedding, Picking, Beat Up –Let off, Take Up motion. Limitations of Shuttle Loom. Features of Automatic Loom, Principles of picking of Projectile, Rapier, Air Jet and Water Jet. Four- point inspection system of fabrics. Knitting – Comparison of Knitting with Weaving. Structure of single jersey, Rib & Interlock fabrics. Types of stitches and their functions. Fabric Structure, Introduction to interlacement of threads, methods of representation of warp weft. Classification of weaves. Structure of plain, twill and satin weaves and end use. <b>Activity</b> - Market price of fabrics and actual cost of fabrics. Factors influencing costing of fabrics. <b>Activity</b> -Collect samples of different type of woven fabrics. Stick them in your Record Book. Observe		

**Text Books:**

1. Dr. H.V.S. Murthy, Introduction to textile fibers and Natural Fibers. Textile Association Publication, 1995
2. T. K. Pattabhiraman, “Essential Facts of Practical Cotton Spinning”, Mahajan Publisher, Ahmedabad, 2005

**References Books:**

1. V. A. Shenai, Textile Fibres, Vol.-I by, Sevak Publications, Bombay, 1971.
2. W. Klein, Vol. 1 – 3, The Technology of Short Staple Spinning, A Practical Guide to Combing, Drawing and Roving frame, The Textile Institute Manchester, U.K., 1998
3. V. Gordev, P Volkov, L Blinov (1987), “Cotton Weaving”, Mir PUB.
4. D. B. Ajgaonkar, Talukdar, Weaving, Machines, Mechanisms & Management.
5. Prof. D.B. Ajgaonkar, “Knitting Technology”, Navneet Prakashan.

**Useful Links:**

1. <https://textilelearner.net/>
2. <https://textilelearners.com/>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation G – Textile Management, Paper No. 2</b> <b>MBL638: Textile Industry</b>		
<b>Teaching Scheme:</b> Lectures: 03 Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Develop an awareness of multiple approaches of the Indian textile industry.</li> <li>▪ Learn about the structure of Indian textile Industry and current position of Indian textile industry in the world.</li> <li>▪ Distinguish between fiber to fabric supply chain in domestic and global markets.</li> <li>▪ Analyse technical textile applications</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Structure of Indian Textile Industry</b>	<b>12 Hours</b>
Composite Mills and decentralized sector like Spinning, Weaving, Knitting and Fabric Finishing. Clothing units and their patterns, Share in the market (Cotton Textiles, Synthetic Textiles, Wool Textiles, Jute Textiles, Silk Textiles). Area wise production and sales patterns. Famous textile cities in India and available textile products.		
<b>Unit II</b>	<b>Current position of Textile Industry in India</b>	<b>12 Hours</b>
Current measures for Textile Industry, Future Prospects, India's major competitors in the world, Problem faced by Textile Industry in India, fragmentation. Effects of recession on Indian Textile Exports. Indian textile industry and its share in GDP. Current trends in textile value chain.		
<b>Unit III</b>	<b>The Supply Chain and Global standards</b>	<b>12 Hours</b>
Complete fiber to fabric supply chain study for textile industry, Competitiveness of Indian Textile and Apparel industry, Challenges and opportunities for Indian Textile and Apparel industry. World Textile and global trends in textile Ind. Distribution channel for export and domestic market for textile products.		
<b>Unit IV</b>	<b>Recent trends In Textiles</b>	<b>12 Hours</b>
Definition and scope of Technical Textiles, present status and future of Technical Textiles, Areas of Application of Technical Textiles. Textiles in Defense, Textiles in Transportation, Textile Reinforced Composite Materials, Space suits, Geo textiles, Raw material Requirement, Production facilities and Properties, Relevant Case studies.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Shuji Uchikawa (1998), "Indian Textile Industry: State Policy, Liberalization and Growth Hardcover", Manohar Publishers and Distributors.</li> <li>2. Roshan Shishoo (2012 ), "The Global Textile and Clothing Industry: Technological Advances and Future Challenges", Woodhead Publishing Ltd.</li> <li>3. Rajesh D. Anandjiwala (2007), "Textiles for Sustainable Development", Nova Science Publishers Inc.</li> </ol>		
<b>References Books:</b>		
<ol style="list-style-type: none"> <li>1. Bindu Oberoi The Textile Industry in India: Changing Trends and Employment Challenges, December 2016</li> <li>2. Jayanta Bagchi, Indian Textile Industry: Liberalization and World Market, January 2004</li> </ol>		
<b>Useful Links:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://textilelearner.net/">https://textilelearner.net/</a></li> <li>2. <a href="https://textilelearners.com/">https://textilelearners.com/</a></li> </ol>		

**DKTES's Textile and Engineering Institute, Ichalkaranji****MBA Second Yr. SEM-III****Specialisation G – Textile Management, Paper No. 3****MBL639: Textile Production Management and Control.**

Teaching Scheme: Lectures: 03 Hrs/Week Tutorials: 01Hr/Week	Credits  04	Evaluation Scheme:  MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
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**Course Outcomes:**

On completion of the course, student will be able to –

- List out concept of procurement, role of purchasing and material management.
- Evaluate planning and other management functions to improve production performance.
- Access the knowledge of store, warehousing and inventory management.
- Learn the importance of production management of various textile processes for textile firm.

**Course Contents**

<b>Unit I</b>	<b>Procurement of Material</b>	<b>12 Hours</b>
Role of Purchasing and Materials management in Textile Industry. Purchasing procedure, Purchase planning for Fabric & Apparels. Sources of Supply of textile material Make or buy decision for Fabric and Apparels. Vendor Analysis, Purchase Price Determination. Negotiating for Purchasing /sub- contracting, Evaluation of purchase performance. Difference between sourcing and outsourcing. Need and importance.		
<b>Unit II</b>	<b>Textile Production Process and Management</b>	<b>12 Hours</b>
Manufacturing and Scheduling of Spinning, Weaving, Chemical Processing and Garmenting of textiles.. Facility or Layout Planning - Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling, Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Total Quality Management (TQM), Towards TQM – ISO 9000 Total Productive Maintenance (TPM), Productions ERPs		
<b>Unit III</b>	<b>Production Planning and Control</b>	<b>12 Hours</b>
PPC, Meaning, Objectives and Importance, Capacity Planning for Spinning and Weaving. Garmenting. Master Production Schedule, Production Rates and Calculations, Machine Requirement Calculation, Essentials and desirable Facilities for manufacturing of Textiles. Safety and Maintenance types Breakdown and Preventive.		
<b>Unit IV</b>	<b>Inventory Control</b>	<b>12 Hours</b>
Meaning, Objectives and Importance, Control of Raw Material, WIP, Finished Goods, Spares and Stores. Methods of Inventory Control. LIFO, FIFO, ABC Analysis. Ware housing and store keeping (Inquiry, Requisition/Indent, Quotation, Comparative Statement)Cases from Textile and Apparel Industry.		

**Text Books:**

1. Ansari .A. and Modarress, B., “JIT Purchasing”, Free press.
2. Farrington Band Waters, Derek. “Managing Purchasing”, London, Chapman and Hall.
3. Baily P., “Purchasing Principles and Management”, Pitman.
4. Gopalakrishnan, P. and Sunderasha, M.: Handbook of Materials Management, New Delhi, Prentice Hall of India

**References Books:**

1. Burt, David., Englewood Cliffs “Proactive Procurement”, New Jersey, PHI
2. Farrington Band Waters, Derek. “Managing Purchasing”, London, Chapman and Hall.
3. Dobler, D.W. “Purchasing and Materials Management”, New York, McGraw-Hill

**Useful Links:**

1. <https://nptel.ac.in/courses/112/102/112102107/>



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation H – Healthcare and Hospital Management, Paper No. 1</b> <b>MBL642: Hospital Planning</b>		
<b>Teaching Scheme:</b> Lectures: 03 Hrs/Week Tutorials: 01 Hr/Week	<b>Credits 04</b>	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Apply the knowledge of hospital planning to improve the profit of an organization.</li> <li>▪ Explain the basics of hospital management.</li> <li>▪ Describe and analyze the different problems in the planning and take decisions in different situations.</li> <li>▪ Identify requirement of equipment planning in hospitals.</li> </ul>		
Course Contents		
Unit I	Planning	12 Hours
Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting objectives – MBO method: concept and process of managing by objectives; Strategy: definition, levels of strategies; Policies: meaning, formulation of policies; Programs; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.		
Unit II	Introduction to Hospital Planning	12 Hours
Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, Financial planning of hospitals, Macro level planning, Conception to commissioning- site development, architects brief working drawings and specifications, engineering drawing, equipment planning, bed distribution, space allocation, interior designing and construction of building - commissioning, shake down period		
Unit III	Equipment Planning and Procurement	12 Hours
Steps in equipment selection, Utilization index, Factors affecting planning and procurement, leading to poor utilization of equipment, planning and procurement of spares / accessories / consumables. Steps in procurement process.		
Unit IV	Planning for Supportive Services	12 Hours
Admitting department, Medical Records department, Laboratory services, blood banking & Radiological services, Pharmacy & Medical store, Medical gas system, HVAC, CSSD, Food & Beverages and Laundry & linen services. Food and nutrition services, Acupressure and herbal treatment.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Shakti Kumar Gupta, Sunil Kant, R Chandrashekhar, Modern Trends in Planning &amp; Designing of Hospitals: Jaypee, 2007.</li> <li>2. GD Kunders , Hospitals: Facilities Planning and Management, Tata Mcgraw Hill</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Charles Butler, Addison Erdman, Hospital Planning</li> <li>2. Dr Malhotra's series: Step by Step – Hospital designing &amp; Planning by Jaypee 2007</li> <li>3. Dr. Gupta Shakti, Jaypee Brothers, Hospital Stores Management- An Integrated Approach</li> <li>4. Dr. Pawan Arora, Material Management, Global India Publication Pvt Ltd</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.chcf.org/wp-content/uploads/2017/12/PDF-SB1953HospitalConstructionIB.pdf">https://www.chcf.org/wp-content/uploads/2017/12/PDF-SB1953HospitalConstructionIB.pdf</a></li> <li>2. <a href="https://www.jcrinc.com/-/media/deprecated-unorganized/imported-assets/jcr/default-folders/items/pdc09_sample_pagespdf.pdf?db=web&amp;hash=829F1CE9A681AFD9E1BC577867F1C2E9">https://www.jcrinc.com/-/media/deprecated-unorganized/imported-assets/jcr/default-folders/items/pdc09_sample_pagespdf.pdf?db=web&amp;hash=829F1CE9A681AFD9E1BC577867F1C2E9</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation H – Healthcare and Hospital Management, Paper No. 2</b> <b>MBL643: Quality Management in Healthcare</b>		
<b>Teaching Scheme:</b> Lectures: 03 Hrs/Week Tutorials: 01 Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Explain evolution of quality management</li> <li>▪ Apply knowledge of total quality management in healthcare industry.</li> <li>▪ Evaluate tools and techniques in TQM.</li> <li>▪ Analyze the different problems in the organization and take decision on critical situation.</li> </ul>		
Course Contents		
Unit I	Basics of Quality Management	12 Hours
Definitions, principles of quality, benefits of quality management, dimensions of quality in primary healthcare and various quality frameworks, Benchmarking. Reasons for benchmarking, Process of benchmarking. Strategies for benchmarking.		
Unit II	Quality Management Processes	12 Hours
Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality, Approaches to Quality Management Quality planning, quality improvement methods		
Unit III	TQM	12 Hours
Definition, underlying concepts, implementation and measurement of TQM, internal customer supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.		
Unit IV	Currents Trends in TQM	12 Hours
Quality in healthcare, Accreditation -with special emphasis on NABH Accreditation, Business Process Reengineering: definition, methodology and design, evaluation and analysis, Kaizen, concept, Need of Kaizen in hospitals, Implementation of Kaizen in hospitals, Quality circle, concept, Need of Quality circle in hospitals, implementation of Quality circle in hospitals.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Aswathappa, Total Quality Management, Himalaya Books House</li> <li>2. P. C. Tripathy, Quality Management</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. S. K. Joshi, Quality Management in Hospitals</li> <li>2. Jesus J. Pena, Hospital Quality Assurance: Risk Management &amp; Program evaluation</li> <li>3. Donald E. Lighter and Douglas C Fair: Quality Management in Health Care, Jones and Bartlett publishers, second edition</li> <li>4. Narayana V. and Shrinivasn N. S. Quality Management Concept and task, New Age International</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.researchgate.net/publication/329092690_QUALITY_MANAGEMENT_IN_HEALTH_CARE_CONCEPTS_PRINCIPLES_AND_STANDARDS">https://www.researchgate.net/publication/329092690_QUALITY_MANAGEMENT_IN_HEALTH_CARE_CONCEPTS_PRINCIPLES_AND_STANDARDS</a></li> <li>2. <a href="https://www.ghdonline.org/uploads/QMMP.pdf">https://www.ghdonline.org/uploads/QMMP.pdf</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation H – Healthcare and Hospital Management, Paper No. 3</b> <b>MBL644: Hospital Materials Management</b>		
Teaching Scheme: Lectures: 03 Hrs/Week Tutorials: 01 Hrs/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to –		
<ul style="list-style-type: none"> <li>▪ Learn the strategic role of material management in creating and enhancing a firm's competitive advantages</li> <li>▪ Apply knowledge of procurement and purchasing in enterprise.</li> <li>▪ Recognize the role of materials and inventory management in bringing cost effectiveness in the production department.</li> <li>▪ Apply various concepts and theories of production planning and quality management to ensure continuous improvement in the production department.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Material Management</b>	<b>12 Hours</b>
Definition, Scope & Functions, Objectives Materials Planning, Classification of Materials: Consumable and Non consumable, Working out quantities required, forecasting and Budgeting. Purchase Management: Objectives, Purchase system: Centralized, Decentralized, Local Purchase, Legal aspects of purchasing, Out Sourcing of Services.		
<b>Unit II</b>	<b>Store Management</b>	<b>12 Hours</b>
Stores, Concepts of stores, Importance of stores in hospital settings, Types of stores in a hospital, Layout, Location, Stores routine, Supply and replacement of stock Stock verification, Responsibilities and functioning of stores, types of Medical Stores, planning of hospital stores, duties of officer in-charge and storekeeper; location, lay-out planning and design of hospital stores, preservation of stores, documentation & evaluation of stores and role of computers in hospital stores management.		
<b>Unit III</b>	<b>Stock Verification and Disposal</b>	<b>12 Hours</b>
Stock Verification, Condemnation and disposal, Process and need for stock verification, Techniques of verification, Pilferage, Stock distribution methods, criteria and procedure of stock condemnation and disposal.		
<b>Unit IV</b>	<b>Recent Trends in Hospital Management</b>	<b>12 Hours</b>
Integrated Materials Management, Advantages and Disadvantages, Legal aspects relating to purchases, carriage of Goods Act, Insurance, Damages, Theft, Shrinkage, Payment issues in purchasing, ERP system in hospitals, Medicine management, Case Studies.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Martand Telsang, Production Management, S Chand publication, ISBN 9789352533794</li> <li>2. K. Aswathappa, Shridhara Bhatt, Production and Operation Management, Himalaya Publications, ISBN 9350248735</li> </ol>		
<b>References Books:</b>		
<ol style="list-style-type: none"> <li>1. Prof. K. C. Jain, Production and Operation Management, Wiley, ISBN 9789350045091</li> <li>2. Sowmya Rao, Production and Material Management, Himalaya Publications, ISBN 9789350971093</li> <li>3. S. A. Chunawala, D. R. Patel, Production and Operation Management, Himalaya Publications, ISBN 9789352029013</li> <li>4. J P Saxena, Production and Operation Management, Vijay Nicole Imprints Pvt Ltd, 2nd Edition, ISBN 978007015329140</li> <li>5. S N Chary, Production and Operations Management, Tata Mcgraw Hill, Second Edition. ISBN 9789353164812</li> <li>6. D. Chandra Bose, Inventory Management, PHI Learning, ISBN 9788120328532</li> </ol>		
<b>Useful Links:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://scholarsmine.mst.edu/cgi/viewcontent.cgi?article=5558&amp;context=masters_theses">https://scholarsmine.mst.edu/cgi/viewcontent.cgi?article=5558&amp;context=masters_theses</a></li> <li>2. <a href="https://www.researchgate.net/publication/244484391_Modelling_Hospital_Materials_Management_Processes">https://www.researchgate.net/publication/244484391_Modelling_Hospital_Materials_Management_Processes</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation I – International Business Management, Paper No. 1</b> <b>MBL647: Principles of International Business</b>		
Teaching Scheme: Lectures: 03 Hrs./Week Tutorials: 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the concept of international business</li> <li>▪ Compare between domestic &amp; international business _</li> <li>▪ Bring the awareness of international business environment &amp; business strategies.</li> <li>▪ Apply the knowledge of multinational corporation and role of innovation in international business</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to International Business</b>	<b>12 Hours</b>
Introduction to International Business: Importance, nature and scope of International Business, Advantages and problems of International Business; Modes of entry into International Business, Stages of Internationalization. International Business Environment, Economic, Political, Technological, Social & Cultural Environment; Economic Integration (Trade Blocks), Types of Economic Integration.		
<b>Unit II</b>	<b>International Institutions</b>	<b>12 Hours</b>
International Monetary fund, Functions; Organization & Management; Resources; Financing Facilities & Policies World Bank, Policies of World Bank, Lending Programmes, World Trade Organization, Functions, Organization Structure; India & WTO		
<b>Unit III</b>	<b>International Trade</b>	<b>12 Hours</b>
Government Influence on trade, protectionism, tariff barriers, non – tariff barriers, regulation of foreign trade; State trading, Financing techniques, Export promotion; Foreign Direct Investment , Forms of FDI; Cost & benefits of FDI; FDI in India. International treaties. Export Documentation: Types of documents, Transport, Negotiation and Insurance documents.		
<b>Unit IV</b>	<b>Multinational Corporation</b>	<b>12 Hours</b>
Characteristics, ; Definition, factors that contributed for the growth of MNCs ;importance & benefits of MNCS; code of conduct to guide & regulate MCS, advantages and disadvantages, control over MNCs, organization structure, MNCs in India.; Role of Innovation in competitive advantage		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. F. Adhikary, Manab, Global Business Management, Macmillan, New Delhi</li> <li>2. Black and Sundaram: International Business Environment, PHI New Delhi.</li> <li>3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi</li> </ol>		
<b>References Books:</b>		
<ol style="list-style-type: none"> <li>1. International Business – Text and Cases by Dr. P. Subba Rao, Himalaya Publishing House, Delhi.</li> <li>2. International Business by K. Aswathappa, Tata McGraw Hill Education Private Limited, New Delhi</li> <li>3. International business – Test and Cases by Francis Cherunilam. PHI Learning Pvt. Ltd. New Delhi.</li> <li>4. International Business by Justin Paul. PHI Learning Pvt. Ltd, New Delhi.</li> <li>5. International Business by Rakesh Mohan Joshi, Oxford Publication.</li> </ol>		
<b>Useful Links:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://www.journals.elsevier.com/international-business-review/">https://www.journals.elsevier.com/international-business-review/</a></li> <li>2. <a href="https://www.journals.elsevier.com/journal-of-international-management">https://www.journals.elsevier.com/journal-of-international-management</a></li> <li>3. <a href="https://ncert.nic.in/textbook/pdf/kebs111.pdf">https://ncert.nic.in/textbook/pdf/kebs111.pdf</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation I – International Business Management, Paper No. 2</b> <b>MBL648: Marketing and Logistics in IB</b>		
Teaching Scheme: Lectures: 03 Hrs./Week Tutorials: 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to –		
<ul style="list-style-type: none"> <li>▪ Explain International Marketing and International Product Policy and Planning</li> <li>▪ Analyze International Pricing Policy and International Promotional Strategies</li> <li>▪ Analyze Global Logistics Strategies to achieve logistics excellence in IB</li> <li>▪ Explore direct and indirect channels under logistics planning</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to International Marketing</b>	<b>12 Hours</b>
Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. International Product Policy and Planning: Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services		
<b>Unit II</b>	<b>International Pricing and Promotional Strategies</b>	<b>12 Hours</b>
International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade. International Promotional Strategies: Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing		
<b>Unit III</b>	<b>Logistics Management</b>	<b>12 Hours</b>
Global Logistics, Concepts, GOL Strategies, Components and requirements of role of transportation in logistics & supply chain management, containerization, warehousing, packaging, ecommerce logistics, reverse logistics as a strategy. Information management for global logistics, performance measurement & evaluation in global logistics, measuring performance in functional integration, organization structure for global logistics excellence.		
<b>Unit IV</b>	<b>Logistics Planning</b>	<b>12 Hours</b>
International Distribution and Logistics Planning Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. S.K. Bhattacharya, Logistics management, S. Chand publication.</li> <li>2. John T. Mentzer, “Fundamentals Of Supply Chain Management (5th Edition 2007)”</li> </ol>		
<b>References Books:</b>		
<ol style="list-style-type: none"> <li>1. Global Operations &amp; Logistics (Text and Cases) by Phillippe-Pierre Dornier, Ricardo Ernst, Michel Fender &amp; Panos Kouvelis.</li> <li>2. Logistics Management by V. V. Sople, Pearson Publication</li> <li>3. Sunil Chopra and Peter Meindl, “Supply Chain Management – Strategy Planning And Operation”, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, Delhi.</li> <li>4. Sunil Sharma, “Supply Chain Management”, Oxford University Press.</li> <li>5. Donald J. Bowersox &amp; David J. Closs “Logistical Management” The integrated supply Chain Process, Tata, McGrawhill Edition.</li> </ol>		
<b>Useful Links:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http://crectirupati.com/sites/default/files/lecture_notes/international%20marketing%20notes.pdf">http://crectirupati.com/sites/default/files/lecture_notes/international%20marketing%20notes.pdf</a></li> <li>2. <a href="http://www.simplynotes.in/e-notes/mbabba/international-business-management/international-marketing/">http://www.simplynotes.in/e-notes/mbabba/international-business-management/international-marketing/</a></li> <li>3. <a href="https://www.enotesmba.com/2015/08/international-marketing-management-notes.html">https://www.enotesmba.com/2015/08/international-marketing-management-notes.html</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation I – International Business Management, Paper No. 3</b> <b>MBL649: Cross Cultural Management</b>		
Teaching Scheme: Lectures: 03 Hrs./Week Tutorials: 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the impact of cross cultural interaction in international Business.</li> <li>▪ Evaluate frameworks for guiding cultural and managerial practice in international business</li> <li>▪ Use different models of cross-cultural management to excel in IB.</li> <li>▪ Analyse the challenges of managing the culture in IB.</li> </ul>		
Course Contents		
Unit I	Introduction to culture	12 Hours
Concept, Definition of culture, Characteristics, variables. How culture works? Fundamentals of cross cultural interaction, social cognition- cultural norms and scripts, selective perception, perceived similarity and attraction, stereotypic expectations- differential attributions, cross cultural interaction model, motivation across culture.		
Unit II	Basic framework of Cross-Cultural Management	12 Hours
Basic framework of Cross Cultural Management: Factors influencing Decision Making, Using Culture, Cross Cultural and International Management, Implications for the Manager. Comparing Cultures. Shifts in the Culture, Organizational Culture, Culture and Communication, Needs and Incentives, Dispute Resolution and Negotiation.		
Unit III	Models of Cross Cultural Management	12 Hours
Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model, Implications.		
Unit IV	The challenges of managing across culture in future	12 Hours
a) The changing environment of business-uneven development, influence of transition economies- information and communication technology, pressure on the natural environment. b) The adaptation of organizations and people, The multinational organizations context- The future of organization of work, The development of global manager		
Text Books:		
1. Cross-Cultural Management Essential Concepts: David C. Thomas & Mark F. Peterson, SAGE publications Inc. 2. Cross-Cultural Management: Text and Cases By Dipak Kumar Bhattacharyya, PHI Learning Pvt. Ltd. 3. Helen Deresky , International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009 4. Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi,		
References Books:		
1. Cashby Franklin, REVITALIZE YOUR CORPORATE CULTURE: PHI, Delhi 2. Deresky Helen, INTERNATIONAL MANAGEMENT: MANAGING ACROSS BORDERS AND CULTURES, PHI, Delhi 3. Esenn Drlarry, Rchildress John, THE SECRET OF A WINNING CULTURE: PHI, Delhi. 4. Hodgetts, R., M., & Luthans F, (2005), International Management, Tata McGraw Hill Publications, New Delhi. 5. Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGraw-Hill.		
Useful Links:		
1. <a href="http://crectirupati.com/sites/default/files/lecture_notes/international%20marketing%20notes.p df">http://crectirupati.com/sites/default/files/lecture_notes/international%20marketing%20notes.p df</a> 2. <a href="http://www.simplynotes.in/e-notes/mbabba/international-business-management/international- marketing/">http://www.simplynotes.in/e-notes/mbabba/international-business-management/international- marketing/</a> 3. <a href="https://www.enotesmba.com/2015/08/international-marketing-management-notes.html">https://www.enotesmba.com/2015/08/international-marketing-management-notes.html</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation J – Family Business Management, Paper No. 1</b> <b>MBL652: Family Business Development</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the concepts of family business and development models</li> <li>▪ Analyze different types of classic family business</li> <li>▪ Study and analyze different personality types and use them.</li> <li>▪ Tackle and adapt to change in their family business.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Family Business Development Models</b>	<b>12 Hours</b>
Introduction of Family Business – Conceptual Models of Family firms – Three-dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.		
<b>Unit II</b>	<b>Family Business Types</b>	<b>12 Hours</b>
Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions: Different Dreams and challenges.		
<b>Unit III</b>	<b>Narcissism, Envy and Myths in Family Firms</b>	<b>12 Hours</b>
Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance.		
<b>Unit IV</b>	<b>Leadership Transition and Change</b>	<b>12 Hours</b>
Options for tackling succession problem – inheritance – psychological pressure on new leaders – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements – Lewin's idea of change– model of individual change–process of change within organization & in families– family focus or organizational focus.		
<b>Text Books:</b>		
1. Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd. 2. “Family Business on the Couch – A psychological perspective”: Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.		
<b>References Books:</b>		
1. SUCCEEDING GENERATIONS REALIZING THE DREAM OF FAMILIES IN BUSINESS Lansberg, Ivan – Harvard Business School Publishing India Pvt Ltd		
<b>Useful Links:</b>		
1. <a href="http://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/BUSINESS%20Strategic%20Planning%20for%20the%20Family%20Business.pdf">http://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/BUSINESS%20Strategic%20Planning%20for%20the%20Family%20Business.pdf</a> 2. <a href="https://www.scmspune.ac.in/chapter/pdf/Chapter%202.pdf">https://www.scmspune.ac.in/chapter/pdf/Chapter%202.pdf</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation J – Family Business Management, Paper No. 2</b> <b>MBL653: Finance and Business Strategies</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b> 04	<b>Evaluation Scheme:</b> MSE:30Marks ISE: 20Marks SEE:50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Gain an understanding of Family business planning different types</li> <li>▪ Explore Different types of Gifts and Tax's offered in family business</li> <li>▪ Analyze the benefits of selling business</li> <li>▪ Evaluate new business opportunities and estate planning</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Starting a Family Business</b>	<b>12 Hours</b>
Family Business, Business plan essentials, Yearly strategic planning. Organizing the business, Entity choices, Sole proprietorship, partnership, Limited partnership, Limited Liability corporation, choosing the form of business for the family situation, Choosing leadership in family business.		
<b>Unit II</b>	<b>Gift and Tax's</b>	<b>12 Hours</b>
Reasons for gifting interests in the business , Gift tax basics, Gifts to grandchildren, Valuation discounts, Gifting to minors, Grantor retained annuity trusts, Planning gifting program and its impact on business, Family limited partnership, Recapitalization.		
<b>Unit III</b>	<b>Selling the Business</b>	<b>12 Hours</b>
Overview of selling the business, Straight sale to children, Installment sales rules, Special methods of selling your business to children, Selling the business to outsiders.		
<b>Unit IV</b>	<b>Estate Planning for Family Business</b>	<b>12 Hours</b>
Estate Planning, outline of comprehensive succession plan, overview of estate tax, deduction of family owned business, special use valuation for real estate used in business, using charitable arrangements to minimize estate taxes.		
<b>Text Books:</b>		
1. J.K. Lasser's Financial and Tax Strategies for Family Business by Barbara Weltman Publisher: Wiley, Year : 2001.		
<b>References Books:</b>		
1. John E. Triantis, Project Finance for Business Development, 1 <sup>st</sup> Edition, Wiley and SAS Business Series 2. Gene Siciliano, Finance for Nonfinancial Managers, Second Edition, Briefcase Books Series- Paperback		
<b>Useful Links:</b>		
1. <a href="https://www.icsi.edu/media/webmodules/Financial%20and%20Strategic%20Management.pdf">https://www.icsi.edu/media/webmodules/Financial%20and%20Strategic%20Management.pdf</a> 2. <a href="https://www.bcasonline.org/files/res_material/resfiles/41-GiftsandUnexplainedInvestments.pdf">https://www.bcasonline.org/files/res_material/resfiles/41-GiftsandUnexplainedInvestments.pdf</a>		



<b>DKTES's Textile and Engineering Institute , Ichalkaranji</b> <b>MBA Second Yr. SEM-III</b> <b>Specialisation J – Family Business Management, Paper No. 3</b> <b>MBL654: Legal Aspects and Dynamics of Family Business</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Gain an understanding of types of Business environment applicable to business.</li> <li>▪ Recognize agricultural environment aspect of business and potential of Agri-business in India.</li> <li>▪ Manage financial business environment and Government related environment of business and its impact on business.</li> <li>▪ Evaluate new business opportunities in India and international aspects of business.</li> </ul>		
Course Contents		
Unit I	Family Business Governance & Family Warfare	12 Hours
Family Business owner, Power of cohesive ownership, Ownership attitude, Roles and responsibilities of owners, directors and managers, preparing and nurturing good owners Managing inside, outsider Dilemmas. Families at war, roots of conflict, Gene politics and the family firm, family dynamics, culture and personality.		
Unit II	Fighting for the Crown, Prize of war & peace	12 Hours
Struggle for identity, Struggle for strategy, House that hubris built, greed, deception and destruction. From poisoned roots to the fruits of success, essential lessons of warfare ,warning signs and practical measures, praise of conflict		
Unit III	Agency & Industrial Law	12 Hours
An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, Nature of agency, How created, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of principal or agents torts, termination of agency		
Unit IV	Legal Aspect & Income Tax Act	12 Hours
Basics of Sole Proprietorship, Features, Advantages and Disadvantages, Partnership Registration, Types of partners, Partnership deeds, Dissolution of firm and limited liabilities partnership, Corporate Tax Planning, basics of income tax, Tax brackets, Income tax return, deduction under income tax		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. N. D. Kapoor, Elements of mercantile law – Sultanchand and company, New Delhi – Latest edition.</li> <li>2. Sen &amp; Mitra – Commercial and Industrial law – The world press, Pvt. Ltd., Calcutta – 1996.</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. P. P. S. Gogna, Mercantile Law, S. Chand &amp; Co. Ltd., New Delhi, 1999.</li> <li>2. Dr. Vinod K. Singhania Direct Taxes Planning and Management (Latest edition) 3. Respective Bare Acts.</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://2012books.lardbucket.org/pdfs/the-legal-environment-and-business-law-v1.0-a.pdf">https://2012books.lardbucket.org/pdfs/the-legal-environment-and-business-law-v1.0-a.pdf</a></li> <li>2. <a href="https://www.iilsindia.com/study-material/130743_1585893404.pdf">https://www.iilsindia.com/study-material/130743_1585893404.pdf</a></li> <li>3. <a href="https://dor.gov.in/sites/default/files/IT%20Act%20%28English%29_0.pdf">https://dor.gov.in/sites/default/files/IT%20Act%20%28English%29_0.pdf</a></li> </ol>		

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
(An Autonomous Institute Affiliated to Shivaji University, Kolhapur)

**Teaching and Evaluation Scheme with effect from the Year 2022-23**  
**Second Year MBA (Semester – IV)**

Sr. No.	Course Code	Course Title	Teaching Scheme				Course Credits	Evaluation Scheme			
			L	T	P	Contact Hrs/wk		CIE		SEE	TOTAL
								MSE	ISE		
1	MBL604	Entrepreneurship Development.	3	1	-	4	4	30	20	50	100
2	MBL605	Management Control Systems	3	1	-	4	4	30	20	50	100
3	MBL606	Global Quality Systems	3	1	-	4	4	30	20	50	100
4	MBD603	Project Report & Viva-Voce	-	-	-	4	4	-	50	50	100
		<b>Specialization Subject: I</b>									
		Paper 1	3	1	-	4	4	30	20	50	100
		Paper 2	3	1	-	4	4	30	20	50	100
		<b>Specialization Subject: II</b>									
		Paper 1	3	1	-	4	4	30	20	50	100
		Paper 2	3	1	-	4	4	30	20	50	100
		<b>Total</b>	<b>21</b>	<b>07</b>	<b>00</b>	<b>32</b>	<b>32</b>	<b>210</b>	<b>190</b>	<b>400</b>	<b>800</b>

L- Lecture  
T-Tutorial  
P-Practical

MSE : Mid Semester Examination  
ISE : In Semester Evaluation

CIE - Continuous in Semester Evaluation  
SEE - Semester End Examination

**NOTE: Students should take any**

**two specializations:**

A - Marketing Management
B - Financial Management
C - Human Resource Management
D - IT and System Management
E - Production Management
F - Agricultural Business Management
G - Textile Management
H - Healthcare and Hospital Management
I - International Business Management
J - Family Business Management

**List of Specialization Subjects:**

**A - Marketing Management**

Course Code	Course Name	Paper Number
MBL662	Sales Management and Integrated Marketing Communication	4
MBL663	Retail Management	5

**B - Financial Management**

Course Code	Course Name	Paper Number
MBL615	Security Analysis and Portfolio Management	4
MBL616	International Financial Management	5

**C - Human Resource Management**

Course Code	Course Name	Paper Number
MBL620	Industrial Relations and Legal Aspects.	4
MBL621	Strategic and International HRM	5

### **D - IT and System Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL625	Knowledge Management	4
MBL626	Enterprise Systems	5

### **E - Production Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL630	Advanced Logistic and Supply Chain Management	4
MBL631	World Class Manufacturing	5

### **F - Agricultural Business Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL635	International Trade in Agriculture	4
MBL636	Agri Supply Chain Management	5

### **G - Textile Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL640	Apparel Merchandising and Management	4
MBL641	Recent Trends in Fashion Management	5

### **H - Healthcare and Hospital Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL645	Health Insurance and Medical Tourism	4
MBL646	IT for Healthcare	5

### **I - International Business Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL650	International Business Strategies	4
MBL651	Export and Import Management	5

### **J - Family Business Management**

<b>Course Code</b>	<b>Course Name</b>	<b>Paper Number</b>
MBL655	Innovation and Business Planning	4
MBL656	Practices & Promotion of Family Owned Enterprises	5

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b>		
<b>MBA Second Yr. SEM-IV</b>		
<b>MBL604: Entrepreneurship Development</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to -		
<ul style="list-style-type: none"> <li>▪ Apply fundamental concepts of entrepreneurship to start a business.</li> <li>▪ Use laws of formation of a company, IPR, Trademarks and Copyrights for a given entrepreneurial problem.</li> <li>▪ Write project proposal for innovative business ideas.</li> <li>▪ Select relevant concessions and incentives given by institutions in India for starting an enterprise.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to Entrepreneurship</b>	<b>12 Hours</b>
Concept of Entrepreneurship; Evolution of Entrepreneurship, Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Types of Entrepreneurs. Entrepreneurial approach. Characteristic of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs, Social entrepreneurship, International Entrepreneurship. Entrepreneurial challenges.		
<b>Unit II</b>	<b>Issues for Entrepreneurs</b>	<b>12 Hours</b>
Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection Patents, Trademarks and Copyrights – importance for start-ups, Legal acts governing business in India. Intrapreneurship.		
<b>Unit III</b>	<b>New Venture Planning</b>	<b>12 Hours</b>
Methods to Initiate Ventures, Acquisition-Advantages of acquiring an ongoing venture and examination of key issues. Franchising- how a franchise works, franchising law. Developing a Marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research. Business Plan- Advantages of business planning, Perspectives in business plan preparation, elements of a business plan; Business plan failures.		
<b>Unit IV</b>	<b>Institutions Supporting Entrepreneurs</b>	<b>12 Hours</b>
Introduction to small scale industry (SSI), Policies regarding SSI sector. Micro, Small and Medium Enterprises Development Act 2006. Concessions and Incentives, brief overview of financial institutions in India: SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1 Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.</li> <li>2 Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin. Department of Commerce, University of Delhi 14</li> </ol>		
<b>References Books:</b>		
<ol style="list-style-type: none"> <li>1. Allen, K.R., Launching New Ventures: An Entrepreneurial Approach, Cengage Learning.</li> <li>2. Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India.</li> <li>3. Roy, Rajeev, Entrepreneurship, Oxford University Press.</li> </ol>		
<b>Useful Links:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/">http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/</a></li> <li>2. <a href="https://www.ncert.nic.in/ncerts/l/lebs213.pdf">https://www.ncert.nic.in/ncerts/l/lebs213.pdf</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>MBL605: Management Control System</b>		
Teaching Scheme: Lectures:03 Hrs/Week Tutorials: 01 Hr/Week	Credits 04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Explain management control systems in different responsibility centres.</li> <li>▪ Prepare different budgets and can implement effective majors for budgetary control</li> <li>▪ Analyze performance of various aspects in business based on different financial measures of performance</li> <li>▪ Articulate MCS theories in various organizations.</li> </ul>		
Course Contents		
Unit I	Introduction to Management Control System:	12 Hours
Concept & Scope of Management Control System- Basic Concept, Boundaries of Management Control, Designing Management Control Systems, Process of working within Organizational Structure/Constraints, Identification of Responsibility Centres, Types of Responsibility Centres, cost centre, Profit Centre and Investment Centre		
Unit II	Measurement Control Techniques:	12 Hours
Budget and Budgetary control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centers, Budget Committee, Budget Manual, Budget period, Principal Budget, Fixed Budget & Flexible Budget, Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Concept of Zero-base Budgeting, Performance Budgeting		
Unit III	Measurement of Performance:	12 Hours
Financial Measures of Performance- Return on Investment (ROI), Residual Income, earning per share (EPS) Net Present Value (NPV) and Economic Value Added (EVA)		
Unit IV	Management Control in Various Organizations:	12 Hours
Variations in Management Control- Management control in Service Organizations and Non-profit organizations, problems of management control in Multinational organization Management Control in Decentralized Organizational-Divisional performance Evaluation- Advantages and Disadvantages of divisionalisation, prerequisite for successful divisionalization. Transfer pricing in divisionalized companies objective of Transfer pricing, Methods of Transfer pricing and Transfer pricing conflict.		
Text Books:		
1. S.P. Jain- “Advanced Cost Accounting: Cost Management”- Kalyani Publishers (2013). 2. Swapna Pradhan, ‘Retailing Management’ Tata McGraw-Hill Publishing Company Limited New Delhi		
References Books:		
1. Robert N. Anthony & Vijay Govindarajan – “Management Control Systems” – McGraw Hill Education; 12 edition (5 January 2007). 2. Horngreen, Sundem, Stratton- “Management Accounting” —PHI- Latest Edition. 3. Jawahar Lal, “Advanced Management Accounting” S. Chand (G/L) & Company Ltd (30 September 2009) 4. Jawahar Lal, Seema Shrivastava- “Cost Accounting” McGraw Hill Education; 4 edition (25 September 2008)		
Useful Links:		
1. <a href="https://ebooks.lpude.in/management/mba/term_4/DMGT514_MANAGEMENT_CONTROL_SYSTEMS.pdf">https://ebooks.lpude.in/management/mba/term_4/DMGT514_MANAGEMENT_CONTROL_SYSTEMS.pdf</a> 2. <a href="https://backup.pondiuni.edu.in/sites/default/files/Management%20control%20systemt200813.pdf">https://backup.pondiuni.edu.in/sites/default/files/Management%20control%20systemt200813.pdf</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b>		
<b>MBA Second Yr. SEM-IV</b>		
<b>MBL606: Global Quality Systems</b>		
Teaching Scheme: Lectures: 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme:  MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b>		
On completion of the course, student will be able to –		
<ul style="list-style-type: none"> <li>▪ Compare different definitions of quality &amp; different quality wards to identify their similarities &amp; differences</li> <li>▪ Assess techniques of TQM 5S, PokaYoke, SERVQUAL, Quality circle., and various quality tools</li> <li>▪ Recognize the concept of various ISO Certification, ISO series standards, significance and benefits.</li> <li>▪ Identify different improvements techniques like Process improvement, Product and service improvement like KAIZEN and Six Sigma</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction of Quality</b>	<b>12 Hours</b>
Quality Dimensions Management System: - Drivers of quality, Customer Focused Quality, Quality as a process philosophy – Quality Awards - contains parameters and requisition of awards, Quality Control Vs Quality Assurance, True Value Vs Measured Value, Accuracy Vs Precision, Benefits of Quality, and Cost of Poor Quality.		
<b>Unit II</b>	<b>Total Quality Management</b>	<b>12 Hours</b>
What is Quality , Evolution of Quality Management , The Demings cycle, What is TQM , Learning and TQM , benefits , Challenges , Quality Circle, QFD , 5S, Poka-Yoke ( Error Proofing ) , Quality Tools What is Problem, Problem Solving Steps, Seven Quality Control Tools (Brainstorming&7 QC Tools ) – Cause Effect Diagram, Flow charts , Check sheets , Histograms , Pareto Charts , Control Charts , Scatter Diagram		
<b>Unit III</b>	<b>Quality Certification Systems</b>	<b>12 Hours</b>
Bureau of India Standards- Hallmark, Agmark, Eco Mark, Food Safety and Standards Act, Food and Drug Administration (FDA) – Introduction of ISO , Quality Management System , Various Types Certifications in industries ( ISO 9001 , ISO 14001 ISO 45001 , ISO 26001, ISO 27000, ISO 46001 , ISO 50001, ISO 22001/ Food Safety Management System ) , Editions of ISO 9000 Standard , Benefits of ISO Standard		
<b>Unit IV</b>	<b>Kaizen &amp; Six Sigma</b>	<b>12 Hours</b>
Concept of KAIZEN, KAIZEN Cycle, Hierarchy of KAIZEN Involvement, KIAZEN Principles,KAIZEN Vs Innovations, Benefits, Challenges, KAIZEN In India, Case Study on KAIZEN, SIX SIGMA-Introduction, History, Definition, Implementation Methods-DMAIC&DMADV, Six Sigma Implementation roles, Six Sigma Objectives.		
<b>Text Books:</b>		
1. R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House,.		
<b>References Books:</b>		
1. Dale H. Besterfield, Carol – Besterfield – Total Quality Management, Pearson Education.		
2. Mikel Harry, Richard Schroeder, Doubleday Six Sigma, Random House Inc. New York.		
<b>Useful Links:</b>		
1. <a href="https://www.researchgate.net/publication/283047825_Quality_Management_System_and_Practi ces">https://www.researchgate.net/publication/283047825_Quality_Management_System_and_Practi ces</a>		
2. <a href="https://www.te.com/content/dam/te-com/documents/about-te/corporate-responsibility/global/quality-tec-1000-czech.pdf">https://www.te.com/content/dam/te-com/documents/about-te/corporate-responsibility/global/quality-tec-1000-czech.pdf</a>		
3. <a href="http://www.ddegjust.ac.in/2017/Uploads/11/POM-324.pdf">http://www.ddegjust.ac.in/2017/Uploads/11/POM-324.pdf</a>		



**DKTES's Textile and Engineering Institute,  
Ichalkaranji MBA Second Yr. SEM-IV  
MBD603: Project Report and Viva-Voce**

<b>Teaching Scheme</b>	
<b>Total Credits</b>	4

<b>Evaluation Scheme</b>	
<b>ISE</b>	50
<b>SEE</b>	50
<b>Total</b>	100

**Course Outcomes:**

On completion of the course, student will be able to –

- Able to work in actual business environment
- Formulate research problems, collect the necessary data and generate constructive solutions
- Write project report and give oral presentation related to the project completed.
- Explore career opportunities in their respective area by effectively addressing the challenges faced by industries

Student has to undergo a practical training of minimum fifty days. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learn during the course. During the training programme student is expected to collect vital information through internal and external source so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Director/Principal of the institution/college will decide the last date of submission of final copy. Student should submit two typed copies to the Institute. One copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc. A viva-voce examination will be conducted before the Semester III examination. A viva-voce committee consists of 3 members.

**Examiners are expected to undertake viva-voce examination with the help of following points:**

1. Appropriateness of the title of study with respect to management or research problem under study.
2. Appropriateness of research methodology adopted for study.
3. Appropriateness of sample design i.e. sample size and sampling method compared to population for the study.
4. In case sample study appropriateness of analysis, tools used for analysis.
5. In case of study based on secondary data, scope and depth of analysis.
6. Findings drawn on the basis of analysis.
7. Suggestions with its plan of implementation in the organization in given business environment/situation.
8. Referencing and relevancy of annexure.
9. Required certifications, company certificate, joining report, progress reports etc.

### **GUIDELINES FOR PROJECT WORK:**

A student has to take project work at the end of first year (second semester) of MBA.

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Three copies of "Project Work" should be submitted to the Director of the Institute in stipulated time (One copy each for, Student, Company where project is done and institute library).
4. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.
5. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
6. The project work will carry 50 marks for internal assessment and 50 marks for external viva. The external viva shall be conducted by a minimum of four external examiners. This assessment criterion is subject to change.
7. Student should not use logos and name of company on the project report pages.
8. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
9. Use of colours in text matter should be avoided.

### **DETAILS OF PROJECT REPORT TITLE**

Title of research should be specific in nature, it should be short, crispy and should reflect management problem.

### **CONTENTS**

The contents should be given in the following manner in tabular form.

Sr. No.	Chapter	Page No.

- a. Serial number of the chapter.
- b. Heading of the chapter
- c. Page numbers

## **IN SHORT, THE FORM OF PROJECT REPORT IS AS GIVEN BELOW**

### **Preface**

Mandatory Documents: Declaration of Students, Certificate by Guide, Recommendation by Head of the institution.

Certificate by Company: This certificate must be on the company letter head, signed by designated authority of company, and must have seal of company (round stamp). Certificate must have date of issue and outward number of documents. The certificate should clearly mention of Name of candidate, brief title of project carried and duration be specifically mentioned. The said certificate only has to consider as valid certificate.

### **Acknowledgements. Contents/ Index**

Heading of the chapter, page numbers, sub headings of the chapter.

### **Chapter I – Introduction to the study & Methodology**

1. Introduction
2. Objectives of the study
3. Importance of the study
4. Scope of the study
5. Limitations of the study
6. Research Methodology

### **Chapter II –**

#### **Theoretical**

#### **Background Chapter**

### **III – Company Profile**

1. Name of the unit
2. Location or address of the unit
3. Brief history of the unit and present position
4. Strategic Intend of company
5. Milestones achieved by company, awards, certifications etc.
6. Marketing Scenario
7. Human Resource Scenario of company
8. Operations management of company
9. Financial position of company with its analysis.
10. future plans of company
11. Organization Chart

### **Chapter IV – Analysis and Interpretation of Data**

## **Chapter V – Findings, Suggestions and**

### **Conclusion Appendices**

#### **Bibliogray APPENDICES**

The document charts, questionnaires, tables, and schedules etc which are actually referred to in the body of the project report (this consists of chapters I to VI) are to be included under appendix or appendices. So, the appendices may include.

- a. Questionnaires used for collecting information.
- b. Schedules used for collecting information.
- c. Tables formed for presenting the data.
- d. Documents/forms etc., referred to in the body of the project report.
- e. Diagram, graphs etc. referred to in the body of the project report.
- f. Guide student meeting record form.

#### **BIBLIOGRAPHY**

Bibliography means list of books, journals, published work actually referred to or used in the writing of the project report. This is not a separate chapter. The bibliography has to be written in a specific manner. It must be in the following manner.

The name of author (surname followed by initials), title of the book (is to be underline), year of publication, place of publication, number of the edition, name of the publisher in full (address), pages referred to. Or bibliography should be written following international standards as APA or MLM system.

JOINING REPORT

Date:

To,

The Director,

.....

.....

Sub:

Joining

Report

Respected

Sir,

I, Shri/Ms .....have  
joined.....  
for the summer in-plant training from.....for the Project Work to be  
carried out.

I would be carrying out project work under the guidance and supervision of Shri.  
/Ms.....  
(designation).....in.....area.

The title of my project work is .....

I shall join the college immediately after completion of my training i.e., on ----- without fail.

Name and Signature of the Industry Guide

Seal of

Organisation

## PROGRESS REPORT

Progress Report No:

Name of Student	
Title of the Study	
Name of the Guide	
Organization	
Date of Joining Organization	
Date of Progress Report	
Period of Progress Report	
Progress:	

Signature of the Student

Signature of the Industry Guide

**GUIDE STUDENT MEETING RECORD**

Student:		Contact No.	
Guide:		Contact No.	
Topic:		Contact Person.	
Organization:		Designation	
		Contact No.	

Sr.No	Date	Description	Signature of Guide/Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of first draft		
3		Submission of second draft		
4		Submission of third draft		
5		Presentation of project work		
6		Submission of final draft of project report.		

Sr.No.	Date	Signature of Guide	Signature of Student	Description of Discussion
1				
2				
3				
4				
5				
6				
7				
8				

**H. O. D.**  
**Dept. of Management Studies**



<b>DKTES's Textile and Engineering Institute , Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation A – Marketing Management, Paper No 4</b> <b>MBL 662 : Sales Management and Integrated Marketing Communication</b>		
Teaching Scheme: Lectures : 03 Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the types of sales organization and methods of sales forecasting.</li> <li>▪ Apply fundamental principles and techniques of sales management, including prospecting, qualifying leads, negotiation, and closing deals.</li> <li>▪ Categorize and distinguish between the various elements of integrated marketing communication (IMC)</li> <li>▪ Design innovative print ad as well as create role play for a given product.</li> </ul>		
Course Contents		
<b>Unit I</b>	<b>Introduction to Sales management</b>	<b>12 Hours</b>
Sales management functions, Sales organization, Types of sales organization, Sales forecasting, Meaning, Importance, Types of forecasting, Methods of Sales forecasting, Sales quotas and sales territories, Importance Types of sales quotas, Types of sales territories, Process of deciding sales quotas and territories, Leveraging the sales team		
<b>Unit II</b>	<b>Selling Skills and Selling Strategies</b>	<b>12 Hours</b>
Personal selling, Types of personal selling, Personal selling process, Qualities of successful salesman with reference to consumer services, Selling and buying styles, Selling skills, Sales presentation, Handling customer objections, Sales force motivation, Time management in sales process, Various selling strategies Sales promotion, Tools of sales promotion, Methods of sales promotion, Ethics in sales promotion		
<b>Unit III</b>	<b>Integrated Marketing Communication</b>	<b>12 Hours</b>
Role of IMC in marketing process, IMC planning model, Steps involved in developing IMC programs, Effectiveness of IMC, Functions, Types, Difference between advertising and other promotion mix elements, Direct marketing, Meaning, Features, Functions, Direct marketing strategies, Sponsorships, Exhibitions, Point-of-Purchase displays, Internet, Word-of-mouth, Publicity, Meaning, Objectives, Tools of public relations, Public relation strategies, Goals of publicity, Public relation		
<b>Unit IV</b>	<b>Advertising Management</b>	<b>12 Hours</b>
Introduction, Importance, Advertising decision process, 5 Ms of advertising, AIDA Model, Media strategy, Types of media, Advertising media strategy, Media cost & media ability, Media reach, Media frequency, Message strategy, Message appeals, Types of appeals, Rationale, Emotional, Direct & indirect appeal, Positive, Negative, Appeal styles, The layout of print advertisement, Advertising Agencies, Types of advertising agencies, Functions of Advertising agency, Client agency relationship, Ethics in advertising, Top ad agencies in India		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Tapan K. Panda &amp; Sunil Sahadev, 'Sales &amp; Distribution Management', 6/e, Oxford University Press</li> <li>2. Chunawalla &amp; Sethia, 'Foundations of Advertising', HPH, 2007</li> <li>3. R.Mukund, Don't Sell Make them buy: Upgrade Your Selling Skills. Om books International</li> </ol>		
<b>References Books:</b>		
<ol style="list-style-type: none"> <li>1. Spiro Stanton Rich, 'Managing of Sales Force', 11/e, TMH, 2003.</li> <li>2. Dr. S. L Gupta, 'Sales &amp; Retail Management, an Indian perspective', 1/e, Excel Books, 2007</li> <li>3. P.K Sahu &amp; K C Raut, 'Salesmanship and Sales Management' 3/e, Vikas Publishing House3.</li> <li>4. Charles, Futrell, 'Sales Management', 6/e, Thomson South Western, 2003</li> <li>5. Belch and Belch, 'Advertising and Promotions IMC Perspectives', 9/e, Tata McGraw Hill, 2012.</li> <li>6. Rajeev Batra, John G Myers &amp; Aaker, 'Advertising management', 5/e, PHI, 2007</li> <li>7. Brain Tracy , The Psychology of Selling: How to Sell More, Easier, and Faster Than You Every Thought Possible</li> </ol>		
<b>Useful Links:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://www.pdfdrive.com/the-new-rules-of-marketing-pr-how-to-use-social-media-online-video-mobi-applications-blogs-e165674167.html">https://www.pdfdrive.com/the-new-rules-of-marketing-pr-how-to-use-social-media-online-video-mobi-applications-blogs-e165674167.html</a></li> <li>2. <a href="https://www.pdfdrive.com/the-new-rules-of-marketing-and-pr-how-to-use-social-media-e6984906.html">https://www.pdfdrive.com/the-new-rules-of-marketing-and-pr-how-to-use-social-media-e6984906.html</a></li> </ol>		

**DKTES's Textile and Engineering Institute , Ichalkaranji**  
**MBA Second Yr. SEM-IV**  
**Specialisation A – Marketing Management, Paper No 5**  
**MBL663 : Retail Management**

Teaching Scheme: Lectures: 02 Hrs/Week Tutorials: 01Hr/Week	Credits 04	Evaluation Scheme: MSE:30Marks ISE: 20Marks SEE:50Marks
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**Course Outcomes:**

On completion of the course, student will be able to –

- Use retail management principles in the given situation.
- Apply marketing strategies in retail business based on the customer demand.
- Manage retail store effectively applying store management strategies.
- Manage E-retail business effectively.

**Course Contents**

<b>Unit I</b>	<b>Introduction of Retail Management</b>	<b>12 Hours</b>
Introduction – meaning, Evolution of Retail industry in India, Role of retailing in India. Trends in Retailing, Emergence of organizational retailing, Classification of Retail Industry, Different retail formats, Store based and non-store-based retailers, organization of retail. Organized and Unorganized Retailing, Careers in Retailing.		
<b>Unit II</b>	<b>Retail Marketing and Marketing Mix</b>	<b>12 Hours</b>
Retailing, Indian consumer, consumer buying habits, Factors behind the change of Indian retailing industry, Role of families and women, Impact of Changing scenario of Indian household income, Changing Indian Consumer, Product Concept, Product Classification in Retailing, Types of Consumer Products, Product line and Mix. Pricing Retail Customer -Retail market segmentation & Targeting and Positioning		
<b>Unit III</b>	<b>Retail Strategies and Store Management</b>	<b>12 Hours</b>
Strategic Retail Planning Process, Marketing Research for Retailing Selection and Retail Location, Introduction to Store location and site evaluation, Store layout, Store management, Role of Store managers, Mall Management and strategies, Organization Structure of retail Industry. Functions and process flow of Retail Industry, Major Divisions and Responsibilities of retail organization. Challenges, Opportunities in Retail. FDI In Indian Retail and Importance. Mall management. Factors influencing Malls Establishments. Indian Scenario for mall management. Case studies in Indian retailing and abroad.		
<b>Unit IV</b>	<b>E-Retailing</b>	<b>12 Hours</b>
Comparison of retailing Vs. E retailing, E-retailing models, Weighing the options, approaches to building an E-store, requirements of an effective E-store, E-store design: Marketing Strategies for E-stores, E- retailing and supply chain management system, different methods of on line pricing, price promotional strategies of E-retail business, Branding on the web, Payment & Security issues, future of e- retailing		

**Text Books:**

1. Suja R.Nair, Retail Management. ISBN: 9789352023721 Himalaya publishing: 2015
2. A.K. Singh & S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007

**References Books:**

1. Gibson G. Vedamani, Retail Management – Functional Principles and Practices Edition: 3rd Edition (Revised and Enlarged), JAICO Publishing House, Mumbai, 2008
2. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
3. CSG Krishnamacharya & Laitha Ramakrishna, – RURAL MARKETING, Pearson Education Asia. 2009

**Useful Links:**

1. <https://www.pdfdrive.com/the-everything-guide-to-starting-and-running-a-retail-store-all-youneed-to-get-started-and-succeed-in-your-own-retail-adventure-e195016662.html>
2. <https://www.pdfdrive.com/retail-marketing-management-e51619868.html>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation B – Financial Management, Paper No. 4</b> <b>MBL615: Security Analysis and Portfolio Management</b>		
<b>Teaching Scheme:</b> Lectures :03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b> 04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, students will be able to - <ul style="list-style-type: none"> <li>▪ Do an investments in different marketable and non-marketable investment avenues available in India.</li> <li>▪ Describe how to do fundamental and technical analysis of scripts.</li> <li>▪ Solve the cases based on Risk, Return &amp; Portfolio management</li> <li>▪ Analyse and prepare portfolios for different investors.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to Investment</b>	<b>12 Hours</b>
Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds		
<b>Unit II</b>	<b>Fundamental Security Analysis</b>	<b>12 Hours</b>
Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends –Charts. Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies. Valuation of shares- Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis		
<b>Unit III</b>	<b>Portfolio Management</b>	<b>12 Hours</b>
Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns Meaning of Portfolio, Steps of Portfolio Management. Code of Conduct for portfolio Manager. Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – simple Diversification – Risk and Return with Different correlation. Portfolio Risk and return.		
<b>Unit IV</b>	<b>Investment plans for individuals at various life cycle stages.</b>	<b>12 Hours</b>
Direct Tax: Concept, Contemporary Provisions affecting Individuals Life cycle Stages: A) Young unmarried stage B) Young Married stage I) Where both partners work II) If only one of the two partners earns the family living C) Young Married with Children Stage, D) Married with Older Children Stage E) Pre- retirement Stage F) Retirement Stage.		
<b>Text Books:</b>		
1. N.J. Yasaswy- “Personal Investment & tax planning”- Vision Books Pvt. Ltd 2. Vyuptakesh Sharma-“Fundamentals of Financial Management” –Pearson Publication 1 <sup>st</sup> Edition, 2012		
<b>References Books:</b>		
1. Donald E. Fischer- “Security Analysis and Portfolio Management” –Pearson Education; 6 editions (2002) 2. Preeti Singh- “Investment Management”- Himalaya Publishing House 3. Prasanna Chandra- “Investment Analysis and Portfolio Management” – Tata Mc Graw Hill 4. V.A. Avadhani-: Securities Analysis and Portfolio Management, Himalaya Publishing House		
<b>Useful Links:</b>		
1. <a href="http://www.himpub.com/documents/Chapter1893.pdf">http://www.himpub.com/documents/Chapter1893.pdf</a> 2. <a href="http://www.universityofcalicut.info/SDE/BBA_finance_investment_mgmnt.pdf">http://www.universityofcalicut.info/SDE/BBA_finance_investment_mgmnt.pdf</a> 3. <a href="http://www.quickmba.com/finance/invest/">http://www.quickmba.com/finance/invest/</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM- IV</b> <b>Specialisation B – Financial Management, Paper No. 5</b> <b>MBL616: International Financial Management</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits 04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Identify the world Financial Market and Institutions.</li> <li>▪ Use different exchange rate transactions and international risk for international business.</li> <li>▪ Describe the different exchange control bodies and regulations.</li> <li>▪ Apply Multinational Capital Budgeting and International Taxation in the organisation.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>International Finance</b>	<b>12 Hours</b>
Concept & Scope of International Finance, Reserves, International Monetary System, Balance of Payment Current Account, Convertibility, World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market. Globalization and its impact. WTO and its impact.		
<b>Unit II</b>	<b>Foreign Exchange Market</b>	<b>12 Hours</b>
Structure , Types of Transactions, Exchange Rate quotations and Arbitrage between Exchange rate and Interest Rate, Exchange Rate Mechanism- Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behavior. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar. Risks in International Operations		
<b>Unit III</b>	<b>Foreign Exchange Operations</b>	<b>12 Hours</b>
Export Credit Guarantee Corporation, EXIM Bank, Foreign Exchange Dealers Association of India, Export Import Financing Mechanism, Buyer Credit, Suppliers Credit, Financing in foreign currency for exports and rupee finance, Nonresident Accounts: Repatriable and Non Repatriable, Significance of NRA. Indian perspective FEMA		
<b>Unit IV</b>	<b>Multinational Firm</b>	<b>12 Hours</b>
Foreign Direct Investment, Cost of Capital and Capital Structure of a Multinational Firm, Capital Budgeting and Cash Management of Multinational Firm, Country Risk Analysis, International Taxation, Double Taxation Avoidance Agreements Note- Problems should be covered on following topics only. a) Exchange Rate quotations and arbitrage b) Determination of exchange rate in spot market and forward market. c) Techniques of covering risks d) Multinational Capital Budgeting		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Cheol Eun &amp; Burce Resnick (2007) “International Financial Management”, McGraw-Hill Companies, 4<sup>th</sup> Edition.</li> <li>2. Alastair Watson, Paul Cowdell ,(1997) “Finance of International Trade”, Chartered Institute of Bankers, 6th Edition</li> <li>3. A. V. Rajwade , ( 2014) “Foreign Exchange International Finance Risk Management”, Arizona Business Alliance; 5th edition</li> </ol>		
<b>References Books:</b>		
<ol style="list-style-type: none"> <li>4. P. G. Apte, (2010) “International Financial Management”, Tata McGraw-Hill Education</li> <li>5. V.A. Avadhani, (2001)Global Business Finance, Himalaya Publication, 1st Edition</li> <li>6. P.K Jain, Josette Peyrard &amp; Surendra S Yadav, (2013), "International Financial" Management, TrinityPre</li> </ol>		
<b>Useful Links:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://www.investopedia.com/terms/i/international-finance.asp#:~:text=International%20finance%20is%20the%20study,the%20importance%20of%20inter%20national%20finance.">https://www.investopedia.com/terms/i/international-finance.asp#:~:text=International%20finance%20is%20the%20study,the%20importance%20of%20inter%20national%20finance.</a></li> <li>2. <a href="https://www.wallstreetmojo.com/international-finance/">https://www.wallstreetmojo.com/international-finance/</a></li> <li>3. <a href="https://ccsuniversity.ac.in/bridge-library/pdf/Eco-International-Finance.pdf">https://ccsuniversity.ac.in/bridge-library/pdf/Eco-International-Finance.pdf</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation C – Human Resource Management, Paper No. 4</b> <b>MBL620 Industrial Relations and Legal Aspects</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b> 04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Develop understanding of constitutional provisions and industrial relations legislation relating to labour.</li> <li>▪ Apply Industrial Psychology to select, develop, and manage employees.</li> <li>▪ Analyse objectives of good industrial relations and trade unions.</li> <li>▪ Explain provisions relating to health, safety and welfare of the workers.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Industrial relations</b>	<b>12 Hours</b>
Industrial relations - Origin and growth, forces affecting industrial relations, main actors in IR. Theoretical Perspective of Industrial Relations: - Unitary, Pluralist, radical Trusteeship. Industrial disputes- Causes of disputes, industrial disputes, industrial relations, machinery- measures for prevention and settlement for industrial disputes. Modern HR Practices.		
<b>Unit II</b>	<b>Ethical approach</b>	<b>12 Hours</b>
Ethical approach to industrial relations. - Trusteeship approach, codes in IR, disciplinary and grievance procedure. Non-Employment matters: Strike lockout, layoff retrenchment VRS.		
<b>Unit III</b>	<b>Trade unions</b>	<b>12 Hours</b>
Trade unions– origin and development of trade union movement in India, registration of trade union, current trends in trade unionism- Trade unions and economic development, employers association in India. Central trade unions in India		
<b>Unit IV</b>	<b>Constitutional framework and IR</b>	<b>12 Hours</b>
Constitutional framework and IR -workers participation in management- meaning, forms of participation, Central Board of Workers' Education Scheme, Legal Aspect and IR-India and ILO Collective bargaining process, prerequisites of collective bargaining, Health and Safety measures – Factories Act. Industrial Dispute Act 1947, Maternity Benefit Act1961, Trade Union act 1926.		
<b>Text Books:</b>		
1. Edwin B.Flippo (1984), “Personnel Management”, Sixth Edition, McGraw-Hill International Editions. 2. Garry Dessler (2015), “Human Resource Management”, 14th Edition, Pearson Publications.		
<b>References Books:</b>		
1. K. Aswathappa (2009), “Human Resource Management”, Fifth Edition, Tata McGraw-Hill Publishing company Limited. 2. Dr,B, Rathan Reddy (2008), “Effective Human Resource Training and Development Strategy”, Third Edition, Himalaya Publishing House.		
<b>Useful Links:</b>		
1. <a href="https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448">https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448</a> 2. <a href="https://www.managementstudyguide.com/human-resource-development-articles.htm">https://www.managementstudyguide.com/human-resource-development-articles.htm</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji.</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation C – Human Resource Management, Paper No. 5</b> <b>MBL621 Strategic and International HRM</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme:  MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Identify the HR Strategies in work force utilizations, employee shortages and surpluses.</li> <li>▪ Use HR metrics and analytics to assess the effectiveness of HR strategies</li> <li>▪ Analyze the global and domestic HRM Policies and practices.</li> <li>▪ Develop inclusive employee and Industrial relation structure for balanced development of the firm</li> </ul>		
Course Contents		
Unit I	Significance of strategic HRM	12 Hours
Strategic HRM – Meaning, Significance of strategic HRM, Difference between Strategic HRM and Traditional HRM, Corporate level strategies, Functional level strategies, Strategic business unit, Strategic Human Resource Management tools, Strategy map, HR Scorecard, Concept KRA, Concept of KPI, Digital dashboards, Translation Strategy in to HR policies and practices.		
Unit II	Model of IHRM	12 Hours
Strategic Human Resource Planning and organizational and HR strategies, Meaning, HR planning process of strategic HRP- (with industrial examples). Model of IHRM, Corporate level strategies and HR strategies, Merger and acquisition strategies, corporate and HRM strategies, SBU level strategies.		
Unit III	International HRM	12 Hours
International HRM- Difference between Global & Domestic HRM, Recruitment, sources of global recruitment and selection and approaches-ethnocentric, polycentric, geocentric, Selection techniques, Expatriates-adjustments issues, Repatriation career and personal problems, Performance appraisal of expatriate.		
Unit IV	International Industrial Relations Practices	12 Hours
International Industrial Relations Practices- Features of Labour-International Industrial Relations-objectives and importance, Framework of IR , Scope of -International Industrial Relations, International Practices in Industrial Relations, MNC's and industrial relation trends ,Recognition of Trade Union-Voluntary and Mandatory System; Impact of globalization on IR.		
Text Books:		
1.Edwin B.Flippo (1984), “Personnel Management”, Sixth Edition, McGraw-Hill International Editions. 2.Garry Dessler (2015), “Human Resource Management”, 14th Edition, Pearson Publications.		
References Books:		
1. K. Aswathappa (2009), “Human Resource Management”, Fifth Edition, Tata McGraw-Hill Publishing company Limited. 2. Dr,B, Rathan Reddy (2008), “Effective Human Resource Training and Development Strategy”, Third Edition, Himalaya Publishing House.		
Useful Links:		
1. <a href="https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448">https://www.businessmanagementideas.com/human-resource-development/human-resource-development-meaning-concept-objectives-functions-role-and-process/19448</a> 2. <a href="https://www.managementstudyguide.com/human-resource-development-articles.htm">https://www.managementstudyguide.com/human-resource-development-articles.htm</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation D – IT and System Management, Paper No. 4</b> <b>MBL625: Knowledge Management</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Apply the theoretical concepts of knowledge management to real-world situations</li> <li>▪ Enunciating the concepts of KM Systems, knowledge architecture etc</li> <li>▪ Express effectively about Knowledge Management systems, tools and portals</li> <li>▪ Articulate basic knowledge about knowledge capturing, codification, transferring and sharing</li> </ul>		
Course Contents		
<b>Unit I</b>	<b>Knowledge and Knowledge Management</b>	<b>12 Hours</b>
Knowledge: Definitions, Data, Information, Knowledge and wisdom, Basic types of knowledge, Knowledge Analysis, Knowledge Life Cycle, Knowledge Value, Knowledge Acquisition Tools. Organizational Knowledge Types, Knowledge Indexing, Knowledge Conversion, Techniques of Knowledge Mapping. Knowledge Management: Definitions & specifications, levels, targets, classification. Information Management & Knowledge Management. Knowledge management strategy. Knowledge Careers.		
<b>Unit II</b>	<b>Organizational Knowledge Management</b>	<b>12 Hours</b>
Organizational knowledge management: Need, benefits, drivers, approaches, strategies, components and functions. KM in virtual organizations, KM architecture and implementation strategies. Developing applications, organizational collaborative platforms. Organizational KM framework. Techniques of measuring organizational knowledge, Challenges in implementing KM.		
<b>Unit III</b>	<b>KM Architecture</b>	<b>12 Hours</b>
KM system: Issues, challenges and benefits. Designing Enterprise KM System architecture: Multi- layer architecture for Knowledge Management Systems, knowledge management in decentralized heterogeneous corporations; Web based knowledge management support for document collections.		
<b>Unit IV</b>	<b>KM Tools</b>	<b>12 Hours</b>
Intelligent support systems- intelligent systems, Artificial Intelligence, Comparing Artificial and Neural Intelligence, Conventional Vs. Artificial Intelligence, Computing Fuzzy logic, Emerging technology, virtual reality. KM Software: Concept, Benefits, Examples, Open Source Knowledge Base. Expert System: Introduction, Need & Definition, Component Architecture, Business Applications.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Knowledge Management – Sudhir Warier, Vikas Publications.</li> <li>2. Knowledge Management Systems – Stuart Barnes, Thomson Learning.</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.</li> <li>2. Developing Expert System for Business – Chandler/Liang.</li> <li>3. Knowledge Management – Pankaj Sharma, APH Pub.</li> <li>4. www.zendesk.com</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.tutorialspoint.com/management_concepts/knowledge_management.htm">https://www.tutorialspoint.com/management_concepts/knowledge_management.htm</a></li> <li>2. <a href="https://www.managementstudyguide.com/knowledge-management.htm">https://www.managementstudyguide.com/knowledge-management.htm</a></li> <li>3. <a href="https://www.vskills.in/certification/tutorial/knowledge-management-2/">https://www.vskills.in/certification/tutorial/knowledge-management-2/</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute , Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialization D – IT and System Management, Paper No. 5</b> <b>MBL626: Enterprise Systems</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b>  MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Explain fundamental concepts of ERP systems, their architecture, and working of different modules in ERP</li> <li>▪ Analyze the strategic options for ERP identification and adoption</li> <li>▪ Design the ERP implementation strategies</li> <li>▪ Develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems</li> </ul>		
Course Contents		
Unit I	Reengineering of Business Process	12 Hours
Introduction & Conceptual foundation of BPR, Need of BPR, BPR objectives, Role of I.T .in BPR, Reengineering Process: The emergence of reengineering concept, concept of business process, rethinking of BPR process, phases, Process visioning and mapping Benchmarking, business process improvement, business process redesign, Management of BPR implementation, Recognizing People, Managing Change. BPR and ERP.		
Unit II	Enterprise Resource Planning	12 Hours
Enterprise resource Planning: Evolution of ERP, MRP and MRP-II, Problems of system islands, need for system interaction and interface, early ERP packages, ERP products and markets, opportunities and problems in ERP selection and implementation, ERP costs.		
Unit III	Implementation of ERP	12 Hours
ERP Implementation: benefits, team formation, role of consultant, ERP, life cycle, Selection of ERP, Process of ERP implementation, Preparing IT infrastructure, Measuring benefits of ERP, Integrating ERP with other systems, ERP Modules and their subsystems.		
Unit IV	ERP Related Technology	12 Hours
Introduction to various ERP products, SAP, SAP/R3, My SAP and SAP Subsystems, Features of SAP ERP. Introduction to Oracle ERP, Features of Oracle ERP, and Subsystems in Oracle ERP Case studies on ERP & ERP implementation.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. ERP - Plak, CarolA., Eli Schragenheim (St. LuciePress NY)</li> <li>2. Reengineering Corporation – Mammer, Micheal , Jamis Chambey</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Business Process Reengineering – Jayaraman M.S. (TMG)</li> <li>2. Best Practices in Reengineering – Carr D.K. Johnanson H.J.(MGH)</li> <li>3. Business Process Reengineering: Myth &amp; Reality – Coulson Thomas C.</li> <li>4. The Essence of Business Process Reengineering - Peppard J, RowlandP.(PH)</li> <li>5. Process Innovation: Re-engineering Work Through Information Technology–Davenport T.H.(HB School Press)</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.tutorialspoint.com/management_concepts/enterprise_resource_planning.htm">https://www.tutorialspoint.com/management_concepts/enterprise_resource_planning.htm</a></li> <li>2. <a href="https://www.saponlinetutorials.com/what-is-erp-systems-enterprise-resource-planning/">https://www.saponlinetutorials.com/what-is-erp-systems-enterprise-resource-planning/</a></li> <li>3. <a href="https://mrcet.com/downloads/digital_notes/CSE/III%20Year/ERP%20Digital%20notes.pdf">https://mrcet.com/downloads/digital_notes/CSE/III%20Year/ERP%20Digital%20notes.pdf</a></li> </ol>		



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation E – Production Management, Paper No. 4</b> <b>MBL630: Advanced Logistic and Supply Chain Management</b>		
Teaching Scheme: Lectures : 03Hrs/Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain concepts and fundamentals of Supply Chain Management.</li> <li>▪ Apply knowledge to manage an effective supply chain integration.</li> <li>▪ Differentiate between Logistics and Supply Chain Management.</li> <li>▪ Analyse different options of logistics strategy for effective decision making related to logistics management.</li> </ul>		
Course Contents		
Unit I	Supply Chain Management	12 Hours
Introduction, Meaning, Evolution of supply chain management (SCM). Importance, Features and objectives and scope of SCM. Professional skills required for SCM. Issues and challenges in SCM. SCM in India.		
Unit II	Supply chain Integration	12 Hours
Introduction. Stages. Barriers to internal integration. Achieving Excellence in Supply chain management. Dimensions of Supply Chain Excellence. Forces influencing SCE Emotions, Physical and Financial Supply Chains. Check list for Excellence.		
Unit III	Logistics	12 Hours
Introduction, Meaning, Objectives, Types. Concept of logistic management. Difference between Logistics and Supply Chain Management. Evolution of Logistics. Role of logistics. Categories of logistics. Logistic functions. Logistic operations.		
Unit IV	Logistics Strategy	12 Hours
Strategic role of logistics (Definition). Role of logistics managers in strategic decisions. Strategy options, Lean Strategy, Agile Strategies and Other strategies. Designing & Implementing logistical strategy. Integrated Logistics Management - Model – Flow of process activities.		
Text Books:		
<ol style="list-style-type: none"> <li>1. Amita Sinha and Herbert Kotzab, Supply Chain Management, (A managerial approach) Tata-McGraw Hill, New Delhi.</li> <li>2. Janat Shah, Supply Chain Management (text and Cases), Pearson India Education Services Pvt Ltd.</li> <li>3. Satish C. Ailawadi &amp; Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005</li> <li>4. Donald Waters: Logistics. Palgrave Macmillan, New York, 2004</li> <li>5. Krishnaveni Muthiah : Logistics Management &amp; World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999</li> </ol>		
References Books:		
<ol style="list-style-type: none"> <li>1. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited. Reference Books: Logistics Management For International Business: Text And Cases, Sudalaimuthu &amp; S. Anthony Raj, PHI Learning, First Edition, 2009.</li> <li>2. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), Douglas</li> <li>3. Lambert, James R Stock, Lisa M. Ellram, McGrawhill/Irwin, First Edition, 1998.</li> <li>4. Sarika Kulkarni: Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004</li> </ol>		
Useful Links:		
<ol style="list-style-type: none"> <li>1. <a href="https://www.pdfdrive.com/sustainable-logistics-and-supply-chain-management-principles-and-practices-for-sustainable-operations-and-management-e184138550.html">https://www.pdfdrive.com/sustainable-logistics-and-supply-chain-management-principles-and-practices-for-sustainable-operations-and-management-e184138550.html</a></li> <li>2. <a href="https://www.pdfdrive.com/supply-chain-management-global-logistics-and-operations-e2160748.html">https://www.pdfdrive.com/supply-chain-management-global-logistics-and-operations-e2160748.html</a></li> <li>3. <a href="https://www.pdfdrive.com/supply-chain-strategy-the-logistics-of-supply-chain-management-e189929552.html">https://www.pdfdrive.com/supply-chain-strategy-the-logistics-of-supply-chain-management-e189929552.html</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation E – Production Management, Paper No. 5</b> <b>MBL631: World Class Manufacturing</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the current environment, recent trends in world class manufacturing and imperatives for success.</li> <li>▪ Compare the effectiveness of different tools and IT systems in world class manufacturing through theoretical exposure.</li> <li>▪ Use the knowledge of quality management systems and quality certifications to address quality problems in the given situation.</li> <li>▪ Analyse Indian manufacturing environment through cases.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction</b>	<b>12 Hours</b>
World class manufacturing environment, imperatives for success, choice of technology, strategic discussions in manufacturing management.		
<b>Unit II</b>	<b>System (IT) and Tools for World Class Manufacturing</b>	<b>12 Hours</b>
The Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools.		
<b>Unit III</b>	<b>Quality Aspects in World class manufacturing</b>	<b>12 Hours</b>
Requirement of good product design, process design, Quality Management Systems- ISO 9000, ISO 14000 Series- Types, Advantages of Quality Certification TQM Philosophy: Concept, Stages, Steps in Implementing TQM, Difficulties in implementing TQM.		
<b>Unit IV</b>	<b>Competitive Indian Manufacturing</b>	<b>12 Hours</b>
Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Management to-day - Burton and Thakur.</li> <li>2. Operation Management – Hughes, Chris.</li> <li>3. Programmed Learning at for Production and Operations Management. – Buffa, Elwoods</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena&amp; Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd.</li> <li>2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann</li> <li>3. The Toyota Way by Jeffrey K. Liker, Publisher: Tata McGraw Hill</li> <li>4. Managing Technology &amp; Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall</li> <li>5. World Class Manufacturing - The Lesson of Simplicity by Richard J Schonberger, Publisher: Free Press - A Division of Simon and Schuster</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.managementstudyguide.com/world-class-manufacturing.htm">https://www.managementstudyguide.com/world-class-manufacturing.htm</a></li> <li>2. <a href="https://www.slideshare.net/prasadb2612/worldclassmanufacturing">https://www.slideshare.net/prasadb2612/worldclassmanufacturing</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation F – Agricultural Business Management, Paper No. 4</b> <b>MBL635: International Trade in Agriculture</b>		
<b>Teaching Scheme:</b> Lectures 3Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b> 04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the theoretical aspects of international trade.</li> <li>▪ Interpret issues impacting international agricultural trade.</li> <li>▪ Compare the world agricultural trade policy with the Indian agricultural trade policy.</li> <li>▪ Select proper ways of agri logistics management</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to International Trade</b>	<b>12 Hours</b>
Meaning, Domestic and international trade, Importance and gains of international trade classical theory of international trade, Adam Smith and Ricardo's modern theory of international trade, Heckscher and Ohlin trade policies, Protective and free trade		
<b>Unit II</b>	<b>Agri Export-Import Trade</b>	<b>12 Hours</b>
Overview of world agricultural trade, Issues impacting international agricultural trade, Agricultural policy, Technology advancement on agricultural products, WTO: Functions and organisation, GATT, India and WTO, WTO Agreements, IPR, TRIPS, TRIM, AOA		
<b>Unit III</b>	<b>India's International Trade in Agriculture</b>	<b>12 Hours</b>
India's International Trade in Agriculture, Growth, Composition and direction, World agricultural trade, India's share in world trade, Agricultural trade policy: Latest Exim Policy, Agri Export Zones, Export Promotion zones, APEDA, MPEDA, FIEO, STC, MSAMB, Commodity boards regulating standards, Hazard analysis and critical control point (HACCP), Certification, Codex Alimentarius Commission, Sanitary and phyto sanitary (SPS) measures		
<b>Unit IV</b>	<b>Agri Logistics Management</b>	<b>12 Hours</b>
Logistics: introduction, nature, concept, importance, components and functions of logistics management, 3PLs and fourth party logistics(4PLs), Elements of logistics management, Modes of transport; Sea transport, Containerization, Air transport, Ro-Ro, Multimodal, Export- Import procedure and documentation,		
<b>Text Books:</b>		
1. Francis Cherunilum , International Trade and Export Management, HPH, Delhi. 2. Jain, Sing, Export Import Procedures and Documentation, HPH, Delhi 3. Mithani, D.M., International Economics, Himalaya Publishing House, Delhi.		
<b>References Books:</b>		
1. Patel, S. J., Indian Economy towards the 21st Century, University Press, Ltd., India. 2. Rana and Verma, International Economics, Vishal Publishing Company, Delhi. 3. Sachdev, Agricultural Exports of India: Lessons from East Asia, NCP, New Delhi. 4. Wagh, S.P, Small Exporter's Guide, MCED, Aurangabad.		
<b>Useful Links:</b>		
1. <a href="https://www.intracen.org">https://www.intracen.org</a> 2. <a href="http://www.llrx.com">http://www.llrx.com</a>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation F – Agricultural Business Management, Paper No. 5</b> <b>MBL636: Agri Supply Chain Management</b>		
Teaching Scheme: Lectures: 03Hrs/Week Tutorials: 01Hr/Week	Credits 04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain concept of supply chain management</li> <li>▪ Recognise utility of supply chain for agriculture produces</li> <li>▪ Analyse the issues related to marketing and customer service with respect to agri business</li> <li>▪ Apply knowledge about use of information technology in agri business</li> </ul>		
Course Contents		
Unit I	Supply Chain Management Overview	12 Hours
Supply Chain Management: Nature and Concept, Value Chain, Functions and contributions. Framework for supply chain solution, Supply chain relationships, Cold Chain Management Coordination in a Supply Chain: Need of supply chain coordination, Bullwhip effect, The effect of lack of coordination on performance, Obstacles to coordination in a supply chain		
Unit II	Inventory Management	12 Hours
Demand Forecasting- Nature and components, Impact of forecasts on supply chain management, Effective forecasting process, Forecasting techniques, Inventory- Concept and types, Functions of inventory in supply chain management, The role of cycle inventory in a supply chain, Economies of scale to exploit fixed costs, quantity discounts, The role of safety inventory in a supply chain, Determining appropriate level of safety inventory, Elements of inventory costs, J-I-T system.		
Unit III	Marketing and Customer Service Management	12 Hours
Issues in marketing and customer service with special reference to agri business, Changing environment and the importance of CRM, Gap analysis for customer service management, Efficient customer response planning for uncertainty, Product costing for uncertainty related to agri produce		
Unit IV	IT Application in Agri Supply Chain Management	12 Hours
Supply chain management and Information technology in agri business, from vertical integration to virtual integration, transiting from made- to- stock to build- to- order, integrated IT solutions for SCM, emerging technologies in SCM, Use of data mining tools in SCM, Role of knowledge worker in SCM.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Dr. R. Balakrishnan, Supply Chain Management for Indian Agriculture</li> <li>2. Ian Sadler, Logistics and Supply chain Integration, Sage Publications</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Sunil Sharma, Supply Chain Management, Oxford University Press</li> <li>2. Managing Customer and Supplier Relationships – APICS Module 3</li> <li>3. Singhal A.K., Agricultural Marketing in India, Anmol Publications, New Delhi</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.oriasys.in">https://www.oriasys.in</a></li> <li>2. <a href="http://www.llrx.com">http://www.llrx.com</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation G – Textile Management, Paper No. 4</b> <b>MBL640: Apparel Merchandising and Management</b>		
<b>Teaching Scheme:</b> Lectures : 03 Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Use concepts of merchandising and levels of merchandising in the given situation.</li> <li>▪ Distinguish between the functions and duties of a purchaser and a merchandiser.</li> <li>▪ Employ the organizing and monitoring aspects of merchandising management.</li> <li>▪ Incorporate principles such as procurement process and retail presentation strategy.</li> </ul>		
Course Contents		
Unit I	Basics of Merchandising	12 Hours
Concept of Merchandising, Difference between marketing and merchandising. Apparel Merchandising, Levels of Merchandising. Marketing Vs Merchandising, six rights of Merchandising, Merchandising Structure.		
Unit II	Buyer & Merchandiser	12 Hours
Concept of Buyer, Qualities of Fashion Buyer, Work Area of Fashion Buyer. Difference between Buyer & Merchandiser, Qualities, Work Area and Job of Merchandiser. Management of merchandising activities.		
Unit III	Buying Pattern and Management	12 Hours
Meaning, Types and Buying pattern process, Central Merchandising plan Advantages, Disadvantages Warehouse and Requisition Plan, Price agreement Plan, Planning and Controlling Function, Use, Period and Procedure of plan.1		
Unit IV	Buying Cycle and Merchandising Management	12 Hours
Assortment, meaning and importance, Meaning of Buying Cycle, Types of Buying, Season wise Buying, Phases and Transitional, Comparative Shopping, Directional Shopping, Line Range Review, Final Order Placement.		
Text Books:		
<ol style="list-style-type: none"> <li>1. Swapna Pradhan, (2009), Retail Merchandising, McGraw Hill Education 1 edition.</li> <li>2. Robin Mathew, (2008), Apparel Merchandising, Book Enclave Publishers.</li> </ol>		
References Books:		
<ol style="list-style-type: none"> <li>6. Doris H Kincade, Merchandising of fashion products, Pearson</li> <li>7. Tim Jackson and David Shaw,(2000),Mastering fashion buying and merchandising, Palgrave Macmillan</li> <li>8. David Shaw and Dimitri Koumbis, (2013), Fashion Buying: From Trend Forecasting to Shop floor, Bloomsbury Publishing India Private Limited; Nil edition.</li> <li>9. Sarah Bailey and Jonathan Baker Visual Merchandising for Fashion (Basics Fashion Management) 2014</li> </ol>		
Useful Links:		
<ol style="list-style-type: none"> <li>1. <a href="https://www.amazon.com/Fashion-Buying-Merchandising-mass-market">https://www.amazon.com/Fashion-Buying-Merchandising-mass-market</a> e-Book</li> <li>2. <a href="https://www.pdfdrive.com/the-fundamentals-of-fashion-design-e175311669.html">https://www.pdfdrive.com/the-fundamentals-of-fashion-design-e175311669.html</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation G – Textile Management, Paper No. 5</b> <b>MBL 641: Recent Trends in Fashion Management</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs/Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>▪ Incorporate insights from contemporary fashion movements, both locally and globally, within the textiles industry.</li> <li>▪ Develop and initialize a fashion vocabulary and basic concepts.</li> <li>▪ Analyze the latest trends, styles, and innovations in the fashion industry.</li> <li>▪ Address challenges pertaining to the fashion industry and manage obstacles in fashion business operations.</li> </ul>		
Course Contents		
Unit I	Basics of Fashion	12 Hours
Basics OF Fashion: Meaning, Main Principles and Dynamics of fashion, Fashion Vocabulary (Fashion, Accessories Avant, Garde, Classic, Design, Draped, Fad or Craze, Haute Couture, Ready to wear, Style, Tailored, Trend, Wardrobe), Introduction to Fashion Trends, Design concept and Types, Mass Market and High Fashion		
Unit II	Design and fashion	12 Hours
Meaning of Design, The Design Process, Elements of Principles of Design, Fashion Industry Segments, Types of Fashion, Activities in Fashion Forecasting, Fashion Cycle, Market Research and Consumer Behavior, Word to mouth publicity like rumors and fashion. Introduction to Fashion Trends, Market and High Fashion, Famous fashion designers in India and their collection.		
Unit III	Fashion Industry Trends	12 Hours
Famous fashion designers other than India and their collection. Fashion Shows and Events. Indian Fashion Trends, Fashion Products and Trade Associations, Fashion Magazines. Classification of Apparels, Men's Wear, Women's Wear, Kids Wear. Indian fashion culture and western fashion culture, Health gym wear, leisure wear, active wear, Face mask and health shield. Role of Fashion Designer. Fashion Houses in India & Abroad.		
Unit IV	Fashion Marketing and Management	12 Hours
Objectives, Purpose, Meaning and Scope of Visual Merchandising, Walks and Entry, Landscaping, Window Display. Interior Presentation, Signage's, Themes, Props, Color and Lighting Props, Store Image. Store Exterior, Store Interior, Store Layout, Store Décor, Merchandise Presentation. Types of Displays. Fashion management and its challenges.		
Text Books:		
<ol style="list-style-type: none"> <li>1. Doris H. Kincade (2009), Merchandising of fashion products, Pearson 1st edition</li> <li>2. Jasbir Kaur &amp; Colin Gale, (2004), Fashion and Textiles: An Overview, Berg Publishers</li> <li>3. Jenny Udale &amp; Richard Sorger, The fundamentals of fashion, AVA Publishing (2007).</li> <li>4. Swati Bhalla, Anurag Singhal (2009), Visual Merchandising, McGraw Hill Education</li> </ol>		
References Books:		
<ol style="list-style-type: none"> <li>1. Tim Jackson and David Shaw, (2000), Mastering fashion buying and merchandising, Palgrave Macmillan.</li> <li>2. David Shaw and Dimitri Koumbis, (2013), Fashion Buying: From Trend Forecasting to Shop floor, Bloomsbury Publishing India Private Limited; Nil edition</li> <li>3. Alice Mackrell &amp; Beth Hancock, (25 August 2014), The Fashion Book, Phaidon Press; New edition</li> <li>4. Dimitri Koumbis Fashion Retailing: From Managing to Merchandising (Basics Fashion Management), November 2014.</li> </ol>		
Useful Links:		
<ol style="list-style-type: none"> <li>1. <a href="https://www.worldcat.org/">https://www.worldcat.org/</a></li> <li>2. <a href="https://www.amazon.com/Fundamentals-Digital-Fashion-e-Book">https://www.amazon.com/Fundamentals-Digital-Fashion e-Book</a></li> </ol>		

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation H – Healthcare and Hospital Management, Paper No. 4</b> <b>MBL645: Health Insurance and Medical Tourism</b>		
<b>Teaching Scheme:</b> Lectures : 03 Hrs/Week Tutorials :01 Hrs/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to <ul style="list-style-type: none"> <li>▪ Understand the concept of health insurance.</li> <li>▪ Analyze health insurance system in India.</li> <li>▪ Apply the knowledge of marketing in insurance.</li> <li>▪ Identify importance of medical tourism.</li> </ul>		
Course Contents		
Unit I	Introduction	12 Hours
History of Health Insurance, Principles of Health Insurance, Health Insurance Products, Group Insurance Products, Product design, Development and Evaluation, current trends in Health Insurance - International and Indian scenario. Concepts of insurance, life and nonlife, Government Health Insurance Scheme (State & Central Level).		
Unit II	Health Insurance System in India	12 Hours
Private Health Insurance: Individual Health Plans, Mediclaim, Floaters plans, Third Party Administration, Benefits Management, Claims Management, IRDA - Social Health Insurance: ESI, CGHS, RSBY - Social and Community based Insurance: Microfinance		
Unit III	Insurance Marketing	12 Hours
Marketing and servicing of Health Insurance, Different elements of insurance marketing, uniqueness of insurance markets, distribution Channels for selling insurance: role of regulatory authority in supervising promotional		
Unit IV	Medical Tourism	12 Hours
Medical Tourism-concept, need, competitive advantage, Indian Challenges, Global Scenario and trends, Role of marketing in medical tourism. Basic Concepts of Medical Tourism, Scope of Medical Tourism in India.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>1. Gupta P.K, “Insurance and Risk Management”, Himalaya Publishing House, 2006.</li> <li>2. American Books -Managed Care On History of Health Insurance – Origin – Development and Growth.</li> </ol>		
<b>References Books:</b> <ol style="list-style-type: none"> <li>1. Janet Brister, Medical Tourism Travel &amp; Health Insurance Coverage: Critical Facts Transcribed</li> <li>2. Smith M. Puczko L. Routledge. Second Edition. 2014. Health Tourism &amp; Hospitality.</li> <li>3. Prof. Kshitij Patukale, Medical and Health Insurance, Prabhat Prakashan; 1st edition</li> </ol>		
<b>Useful Links:</b> <ol style="list-style-type: none"> <li>1. <a href="https://www.researchgate.net/publication/331673785_A_STUDY_ON_HEALTH_INSURANCE_SCHEMES_OF_SELECT_HEALTH_INSURANCE_COMPANIES_IN_INDIA">https://www.researchgate.net/publication/331673785_A_STUDY_ON_HEALTH_INSURANCE_SCHEMES_OF_SELECT_HEALTH_INSURANCE_COMPANIES_IN_INDIA</a></li> <li>2. <a href="https://www.researchgate.net/publication/282649280_Health_Insurance_Market_in_India_-_The_Way_Forward">https://www.researchgate.net/publication/282649280_Health_Insurance_Market_in_India_-_The_Way_Forward</a></li> </ol>		

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**MBA Second Yr. SEM-IV**  
**Specialisation H – Healthcare and Hospital Management, Paper No. 5**  
**MBL646: IT for Health Care**

Teaching Scheme: Lectures : 03 Hrs/Week Tutorials : 01 Hr/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
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**Course Outcomes:**

On completion of the course, student will be able to -

- Apply the knowledge of information system in hospital
- Understand the basics of IT tools.
- Analyze the e-governance in hospital management.
- Identify and categories legal aspects of medical records.

**Course Contents**

Unit I	Introduction	12 Hours
	The need for information systems, the increasing value of information technology, the network of computing- IT as a tool for competitive advantage. IS controls - facility control and procedural control -Risks to online operations - Denial of service, spoofing .Ethics for IS professional -Societal challenges of Information technology.	
Unit II	Approaches to HIS	12 Hours
	Patient based, functional organization based, user department based, clinician based HIS, Medical records, nursing information system; appointments scheduling, dissemination of tests and diagnostic information, general administration, productivity.	
Unit III	E-governance	12 Hours
	Concept of e-governance, World Perspective, Indian Perspective, Technologies for e-governance, e-governance as an effective tool to manage the country's citizens and resources, Advantages and Disadvantage of E-governance, E-governance perspective in India. Discussion on MCA21 Project, Bhoomi etc	
Unit IV	Hospital Information and Record system	12 Hours
	Concept of networking hospital ,information system – Clinical information system – Administrative information system –Support service technical information system-.picture archived ,communication system- Role of medical records in health care delivery – general medical records standards and policies– legal aspects of medical records – medical audit computerization of medical records ,information needs in the hospital information– sources health information -uses of health and hospital data.	

**Text Books:**

1. A. V. Srinivasan, Management Information System in Hospital
2. Gilad J. Kuperman, Dynamic Hospital Information

**References Books:**

5. Smith, Jack, Health Mgt information System
6. Davis, G.B. and M. H. Oslon, Managent "Information Systems-Conceptual, Foundations, Structure and Development", TMH, 1998
7. Mudford, Eric, "Effective systems design and requirements analysis" ,Mc GrawHill, 1995
8. V. Srinivasan, "Managing a Modern Hospital", Chapters 10 and II, Response Books

**Useful Links:**

1. [https://www.who.int/healthinfo/statistics/toolkit\\_hss/EN\\_PDF\\_Toolkit\\_HSS\\_InformationSystem.pdf](https://www.who.int/healthinfo/statistics/toolkit_hss/EN_PDF_Toolkit_HSS_InformationSystem.pdf)
2. <https://www.govinfo.gov/content/pkg/ERP-2008/pdf/ERP-2008-chapter4.pdf>



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation I – International Business Management, Paper No. 4</b> <b>MBL650: International Business Strategies</b>		
<b>Teaching Scheme:</b> Lectures : 03Hrs./Week Tutorials : 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Explain the concepts, tools and techniques of international strategic management</li> <li>▪ Apply International Logistic Strategies in IB</li> <li>▪ Apply different International Business Strategies in IB</li> <li>▪ Implement corporate strategy in IB.</li> </ul>		
Course Contents		
<b>Unit I</b>	<b>Introduction to International Business Strategies</b>	<b>12 Hours</b>
Concept, Characteristics and Dimensions of Strategic Management – Emergence of International Strategic Management (ISM) – Logic and process of Internationalization – Forces necessitating the adoption of ISM concept by MNC's as well as Indian Companies – Corporate global strategy Nature, components and significance of environmental scanning – Corporate capability analysis – Diagnosing industry globalization potential – Building global market participation – Competition in global industries		
<b>Unit II</b>	<b>International Logistic Strategies</b>	<b>12 Hours</b>
Core competencies – Significance of core competence concept in strategy making – Value Chain Analysis – Significance of value chain analysis in strategy making – Balanced Scorecard to link today's action with tomorrow's goals		
<b>Unit III</b>	<b>International Organizational Restructuring</b>	<b>12 Hours</b>
Setting corporate objectives in MNC's – External and internal forces interacting with corporate objectives - Identifying strategic alternatives – Stability strategy – Growth and diversification strategy – Merger , acquisitions and retrenchment		
<b>Unit IV</b>	<b>International Corporate Strategies</b>	<b>12 Hours</b>
Choice of corporate strategy : CIT, CASCADE and PORTFOLIO MODELS – Formulating generic competitive strategy – Implementing corporate strategy – Strategic control and operational control		
<b>Text Books:</b> 1. John A. Pearce & Richard B Robinson. Strategic Management AITBS Publication.		
<b>References Books:</b> 6. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi 7. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co 8. Porter. M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York 9. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi		
<b>Useful Links:</b> 1. <a href="https://www.worldsupporter.org/en/chapter/40977-lecture-notes-international-strategic-management">https://www.worldsupporter.org/en/chapter/40977-lecture-notes-international-strategic-management</a>		

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**MBA Second Yr. SEM-IV**  
**Specialisation I – International Business Management, Paper No. 5**  
**MBL651: Export and Import Management**

Teaching Scheme: Lectures : 03 Hrs./Week Tutorials : 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
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**Course Outcomes:**  
 On completion of the course, student will be able to -

- Explain different concepts of Export and Import
- Analyze and implement Export Strategies in IB
- Analyze and implement Import Strategies in IB
- Implement Export-Import strategies to avoid risk in IB.

**Course Contents**

<b>Unit I</b>	<b>Overview of International Business</b>	<b>12 Hours</b>
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Introduction and Definition. Globalization of Markets, Trends, Effects, Benefits of Globalization. Foreign Trade Policy (FTP), Exim Policy, role of EXIM bank and Export Credit Guarantee Corporation (ECGC) in India. Meaning and Basics of Export and Import, Licenses & Documentation, Selection of Products, Various Registration Authorities, Types of Export , General, EOU( Export Oriented Units), SEZ ( Special Economic Zones) ,EH(Export Houses ) , TH (Trading Houses ) , SSTH (Super Star Trading Houses)

<b>Unit II</b>	<b>Export Strategies</b>	<b>12 Hours</b>
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EXPORT–Selection of Importers, Pre shipment and Post shipment Documentation, Certificate of Origin, Free Trade Agreements (FTAs) and Preferential Trade Agreements (PTAs), Importing Countries Rules of origin, Documents required as per the commodity and Country, Import Licenses.  
 Overview of various export promotion schemes

<b>Unit III</b>	<b>Import Strategies</b>	<b>12 Hours</b>
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IMPORT - Import Procedures, Selection of Exporters, Import of Samples, Trade Enquiry and Finalizing the Terms of Import, Project Import/EPCG, Import Licensing Policy, Custom Clearance of Imported Goods, Custom Duty Calculation, Import Documents - Import General Manifest (IGM), Bill of Entry and Other required documents as per Import Country Customs. Pre-shipment Inspection & Quality Control Act 1963 & Customs Act1962; Foreign Exchange Management Act, 2000

<b>Unit IV</b>	<b>Theory Export and Import Benefits</b>	<b>12 Hours</b>
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Foreign Investment Policy; Sources of Direct Foreign Investment, Foreign Collaborations, Inter Government Loans, Loans from international institutions and External Commercial Borrowings (ECB), FDI policy. Risks of Export and Import business and How to avoid those Risks.

**Text Books:**

1. Economic Survey Ministry of Finance Government of India.
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II

**References Books:**

1. New Import Export Policy - Nabhi Publications
2. A Guide on Export Policy Procedure & Documentation– Mahajan
3. Foreign Trade & WTO- M.L. Narasaiah Discovery Publishing House, New Delhi.
4. Foreign Exchange Hard Book – H. P. Bhandari
5. International Business, K. Ashwatthapa, Himalaya Publication.
6. Export Import Management- Justin Paul, Rajiv Aserkar
7. Annual Report (Recent Years) Ministry of Commerce, Government of India
8. India Balance of Payments, RBI Bombay

**Useful Links:**

1. <https://dgft.gov.in/sites/default/files/ft17-051217.pdf> (Foreign Trade Policy)
2. <http://www.pib.nic.in>
3. <https://www.eximbankindia.in/>
4. [www.cbic.gov.in](http://www.cbic.gov.in)
5. <http://www.cbec.gov.in/>
6. <http://www.icegate.gov.in/>
7. <http://www.nacen.gov.in/>
8. <http://www.ltu.gov.in>
9. <https://cbec-easiest.gov.in/EST/>
10. <https://www.india.gov.in/>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA Second Yr. SEM-IV</b> <b>Specialisation J – Family Business Management, Paper No. 4</b> <b>MBL655: Innovation and Business Planning</b>		
<b>Teaching Scheme:</b> Lectures: 03Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Outcomes:</b> On completion of the course, student will be able to - <ul style="list-style-type: none"> <li>▪ Learn the Basics of Creativity and innovation</li> <li>▪ Enhance &amp; Develop their innovation and creativity skills.</li> <li>▪ Make and understand the business planning types</li> <li>▪ Evaluate new business Plans and Implement them</li> </ul>		
Course Contents		
Unit I	Creativity and innovation	12 Hours
Creativity and innovation – process – components: Intrinsic motivation, Creative Enterprises – Innovation and entrepreneurship linkage – Dimensions of innovation, Searching and selecting business ideas – methods of generating new ideas – dynamics of project identification – matching products and entrepreneurs.		
Unit II	Enhancement & Development	12 Hours
Creativity enhancement methods – Brainstorming, Lateral thinking, mind mapping, random stimulation. New product development and new business development –Analysis of NPD and NBD- non – linear mechanisms – computer modeling – validation and calibration of the model – sensitivity analysis. Benchmarking– Innovation strategies – Innovation networks and supply chains.		
Unit III	Business Planning	12 Hours
Economic Planning: Objectives of 12th plan. NITI Ayog, Industrial Policy of 1991, Foreign Trade Policy 2009-14, SEZs: Concept, Fiscal and Monetary Policy. Impact of LPG on Indian economy. Sources of Foreign Direct Investment in India. Multinational corporations, NRIs and Corporate sector. World Bank and WTO: Organization, structure, advantages to India, IMF, Exchange Rate and Policy of Developing Economies.		
Unit IV	Business Implementation	12 Hours
Business plan components – The Executive summary – company description – Industry analysis and trends – Target market – Competition – strategic position and risk assessment – Marketing plan and sales strategy – operations – Technology plan – management and organization.		
Text Books:		
1. Business ethics – Ethical decision making and cases. O. C. Ferrelljohnpaul 23. 2. Fraedrich, Linda Ferrell.6th edition, published by Biztantra.		
References Books:		
1. Business ethics – William H. Shaw 4th edition published by Thomsopn Wadsworth. 2. Felix Janson, Age of Innovation, prentice Hall India, 2000. 3. Jacob Goldenberg, Creativity in product Innovation, Cambridge University press, 2002. 4. Tom Burns &G. M. Stalker, The management of Innovation – Ozford, Dec 2000		
Useful Links:		
1. <a href="https://www.academia.edu/3491857/Innovation_Business_Plan_and_Collaboration">https://www.academia.edu/3491857/Innovation_Business_Plan_and_Collaboration</a> 2. <a href="http://www.bmcommunity.sitew.com/fs/Root/8jig8-businessmodelsbusinessstrategy.pdf">http://www.bmcommunity.sitew.com/fs/Root/8jig8-businessmodelsbusinessstrategy.pdf</a> 3. <a href="https://www.diva-portal.org/smash/get/diva2:228358/fulltext01.pdf">https://www.diva-portal.org/smash/get/diva2:228358/fulltext01.pdf</a>		

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**MBA Second Yr. SEM-IV**  
**Specialisation J – Family Business Management, Paper No. 5**  
**MBL656: Practices & Promotion of Family-Owned Enterprises**

Teaching Scheme: Lectures: 03Hrs/Week Tutorials: 01Hr/Week	Credits  04	Evaluation Scheme: MSE: 30Marks ISE: 20Marks SEE: 50Marks
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**Course Outcomes:**

On completion of the course, student will be able to -

- Analyze and assessing the unique performance requirements and capabilities of the family form of business organization.
- Develop a working knowledge of how to address the idiosyncratic organizational, management, financial and relational dynamics present in family-controlled companies
- Define the importance of small Business organization and Study the small entrepreneurship in international business.
- Know the market survey and opportunity for small business and Identify a feasible location

**Course Contents**

Unit I	Commitment & Encouraging Family Participation	12 Hours
Understanding family commitment, exploring family commitment, discussing core family values, identifying a family business philosophy, family vision, statement of family commitment, Creating an environment that supports participation, understanding family conflict, The importance of addressing conflict in family relationships, family fairness Family meetings as a tool for enabling family participation		
Unit II	Developing effective ownership	12 Hours
The influence of life cycle on family business careers, understanding the business' future management needs, family business as career, launching a family business career, planning a meaningful career, identifying the next generation of managers and leaders, planning for next-generation relationships Family business ownership configurations, factors shaping ownership configurations, ownership education programs, family ownership agreements, Estate plans, family business governance, stewardship as a family ownership value.		
Unit III	Small Scale Registration and Export	12 Hours
Forms of Small Business Organizations – SSI Registration benefits – Subsidies and Incentives – Export possibilities. Market survey and Opportunity –Choosing a product or service – Criteria – Evaluating an existing business – Understanding the legalities of Buyouts- Government Regulation and necessary paper work for Business start – ups.		
Unit IV	Promotion and Growth	12 Hours
Identification of a feasible location – Importance of location for small business – marketing research for site selection – Locating a manufacturing plant – Site criteria used by the high – Technology companies – the influence role off industrial parks. Small Enterprise in International Business – Export potentials of small units – Major constraints – Strategies for growth in small business		

**Text Books:**

1. J.L. Ward, Keeping the Family Business Healthy: How to Plan for Continuity, Growth, Profitability, and Family Leadership (San Francisco: Jossey-Bass, 1988).
2. Colin Barrow, "The Essence of Small Business", Prentice Hall. 1993.

**References Books:**

1. Strategic Planning for the Family Business - Randel S. Carlock and John L. Ward
2. E.J. Poza, Smart Growth: Critical Choices for Business Continuity and Prosperity (San Francisco: Jossey Bass, 1989)
3. Joseph R. Manauso, "How to start, finance and manage your small business ", Prentice Hall.
4. C. B. Gupta & N. P. Srinivasan, "Entrepreneurship Development" Sultan Chand & Sons, 1992.
5. S. S. Khanka, "Entrepreneurial Development", Sultan Chand & Sons,

**Useful Links:**

1. [https://www.ifb.org.uk/media/4133/governance-in-family-businesses-evidence-and-implications\\_web.pdf](https://www.ifb.org.uk/media/4133/governance-in-family-businesses-evidence-and-implications_web.pdf)
2. [https://www.researchgate.net/publication/277573734\\_Family\\_business\\_insights\\_an\\_overview\\_of\\_the\\_literature](https://www.researchgate.net/publication/277573734_Family_business_insights_an_overview_of_the_literature)