

**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**

**First Year MBA**

**With effect from 2021-2022**



**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**(An Autonomous Institute)**

Teaching and Evaluation Scheme with effect from the Year 2021-22

First Year MBA (Semester – I)

Sr. No.	Course Code	Course Title	Teaching Scheme				Course Credits	Evaluation Scheme			
			L	T	P	Contact Hrs/wk		CIE		SEE	TOTAL
								MSE	ISE		
1	MBL517	Management and Organizational Behaviour	3	1	-	4	4	30	20	50	100
2	MBL518	Business Accounting	3	1	-	4	4	30	20	50	100
3	MBL519	Business Statistics and Analytics	3	1	-	4	4	30	20	50	100
4	MBL520	Information Technology andMIS	3	1	-	4	4	30	20	50	100
5	MBL521	Business Communication and Corporate Etiquettes	3	1	-	4	4	30	20	50	100
6	MBL522	Business Law and Ethics	3	1	-	4	4	30	20	50	100
7	MBL523	Managerial Economics	2	1	-	3	3	30	20	50	100
8	MBL524	Skills for Managers	2	1	-	3	3	30	20	50	100
		Total	22	08	00	30	30	240	160	400	800

L- Lecture

T-Tutorial

P-Practical

MSE: Mid Semester Examination

ISE: In Semester Evaluation

CIE - Continuous In Semester Evaluation

SEE - Semester End Examination

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL517: Management &amp; Organizational Behaviour</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 Objectives:</b> <ul style="list-style-type: none"> <li>• To gain foundational knowledge of management principles and the contributions of key management theorists.</li> <li>• To analyze and understand the various functions of management and their implications in organizational settings.</li> <li>• To differentiate key concepts in organizational behavior and cultivate the personality traits necessary for success in the business environment.</li> <li>• To develop positive attitudes, values, and essential managerial skills to effectively manage workplace stress.</li> </ul>		
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Acquire the knowledge of basics of management and contribution of different scientists in the field of management.</li> <li>• Analyze the concept of functions of management along with its different aspects.</li> <li>• Differentiate basics of OB like discipline, foundation and concept of personality and accordingly develop</li> <li>• personality required in the current business scenario</li> <li>• Develop attitude, values and different managerial skills to cope up with the stress at work place</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Management Basics</b>	<b>12 Hours</b>
Definition and Scope of management, Importance of Management, Functions of management:- Administration and management, Managerial skills, Levels of management, Functions of Manager, Contribution of F.W. Taylor, Henry Fayol, Peter Drucker, Management by objectives (MBO), Management in 21st Century-Challenges and Opportunities		
<b>Unit II</b>	<b>Functions of Management</b>	<b>12 Hours</b>
Planning: nature, types, process and limitation of planning, Organizing- meaning, process, organization structure, Departmentalization: Process, need and importance, Authority: Definition, features, Delegation: Meaning, Definition, Importance and advantages, Responsibility: Meaning, Definitions, Staffing: concept, need. Directing: concept, need and principles of directing. Controlling: Steps in controlling process. Controlling Techniques. Importance of controlling in management.		
<b>Unit III</b>	<b>Organizational Behaviour Basics</b>	<b>12 Hours</b>
Organization: Need for studying Organizational Behaviour, OB: Definition, Nature, Disciplines contributing to OB : Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science Personality- concept, determinants of personality, development of personality: Freudian and Erikson's stages. Application of Organizational Behaviour in Business.		
<b>Unit IV</b>	<b>Dynamics of OB</b>	<b>12 Hours</b>
Perception: Meaning & process. Attitude: concept, components of attitude. Values: concept, types of values, sources of values, Individual behaviour, Motivation: concept, Theories of motivation: Maslow's, Herzberg, ERG, Conflict: Individual conflict & group interpersonal conflict, conflict resolution. Stress: Causes effect & coping strategy, Leadership: Meaning and styles, theories of leadership-Managerial grid, Role of leader.		

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**Text Books:**

1. Dr. S.C. Saksena, Dr. Gaurav Sankalp (2019) “Management and Organisational Behaviour”(English, Paperback, ), Sahitya bhawan publication
2. Laurie J. Mullins (2010), “Management & Organisational Behaviour”, 9<sup>th</sup> Ed, Pearson Education publishing.

**References Books:**

1. L.M. Prasad (2011), “Principles of Management”, Sultan Chand & Sons.
2. Koontz and Weirich (2009), “Essentials of Management”, 5th Ed, TATA McGraw hill publishing.
3. K . Ashwathppa (2016), “Organizational Behaviour, Text-Cases-Games”, 12th Ed, Himalaya Publishing House.
4. Sherlear S.A (2016), “Modern Business Administration and Management”, 4th Ed,
5. Fred luthans (2010), “Organizational Behavior”, 12<sup>th</sup> Ed, TATA McGraw hill publishing.

**Useful Links:**

1. <http://m95llc8xb1.pdfcloud.org/dl2.php?id=33433969&h=fc9da6042b8521443d42c5f8d0ec75d0&u=cache&ext=pdf&n=Management%20organisational%20behaviour>
2. <http://ndesh36k34.pdfcloud.org/dl2.php?id=176294294&h=46f0e146bda3796eb9eb6a342f81b57f&u=cache&ext=pdf&n=Management%20organisational%20behaviour>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL518: Business Accounting</b>		
<b>Teaching Scheme:</b> Lectures: 03 Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b> 04	<b>Evaluation Scheme:</b> MSE: 30Marks ISE: 20Marks SEE: 50Marks
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To make students learn and prepare financial statements.</li> <li>• To develop skills among students concerning to manage inventory by different inventory valuation methods.</li> <li>• To make students to know Management Accounting, Financial Accounting and Cost Accounting concepts</li> <li>• To make students Utilize CVP analysis and make decisions based on CVP analysis.</li> </ul> <b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Prepare financial statements.</li> <li>• Prepare cost sheets and manage inventory by different inventory valuation methods.</li> <li>• Compare the Management Accounting vs. Financial Accounting Vs. Cost Accounting</li> <li>• Analyze and prepare marginal costing statements and make decisions based on CVP</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Financial Accounting</b>	<b>12 Hours</b>
Financial Accounting: Meaning, scope and importance, Depreciation, Trial Balance, Preparation of Trading and Profit and Loss Account Balance Sheet.		
<b>Unit II</b>	<b>Cost Accounting</b>	<b>12 Hours</b>
Cost Accounting: Nature and scope of costing; elements of cost, Usefulness of Costing to Managers; Preparation of Cost sheet, Budgeting: Types of budgets and their preparation.		
<b>Unit III</b>	<b>Management Accounting</b>	<b>12 Hours</b>
Management Accounting: Nature, scope and tools of Management Accounting; Management Accounting vs. Financial Accounting, Management Accounting Vs. Cost Accounting		
<b>Unit IV</b>	<b>Marginal Costing</b>	<b>12 Hours</b>
Marginal costing: CVP analysis, break-even analysis, Decision involving alternative choices: fixation of selling price, make or buy decision and product mix decision. Practical Problems on: -Trading Account, Profit and loss Account, Balance Sheet, Cost Sheet, CVP analysis and break-even analysis.		
<b>Text Books:</b>		
1. Anthony, R.N. & Reece J.S., “ <i>Accounting Principles</i> ”, Homewood, Illinois, RdIrwin. 2. Bhattacharya, S.K. & Dearden, J., “ <i>Accounting for Management: Text and Cases</i> ”, Vikas Publishing House. 3. Narayanaswamy R.(2014), “ <i>Financial Accounting: A Managerial Perspective</i> ”, 5 <sup>th</sup> edition , PHI, 4. Maheswari S. N, Maheswari Sharad K. Maheswari, “ <i>A Text book of Accounting For Management</i> ”, 2 <sup>nd</sup> Edition, Vikas Publishing house (P) Ltd		

**References Books:**

1. L. S. Porwal, (1994), "Accounting Theory–An Introduction", Tata McGraw Hill, NewDelhi, 3rd Edition
2. B.I. Banerjee, (1993), "Financial Policy and Management Accounting", World Press, Calcutta, 2<sup>nd</sup> Edition
3. N.L and Ramanathan, (1992), "Management Accounting", New Delhi, Sultan Chand, 5th edition
4. R. Narayanaswamy, (2000) "Financial Accounting –A Managerial Perspective", PHI, NewDelhi, 1st Edition
5. Khan and Jain, (1993), "Management Accounting", Tata McGraw Hill Publishing, NewDelhi -3rd Edition
6. S. P. Jain, K. Narang, Simmi Agrawal, (2017), Advanced Cost Accounting and Cost Management, Kalyani Publishers / Lyall BK Depot- 5<sup>th</sup> Edition
7. Jawahar Lal, (2013), Cost Accounting, McGraw-Hill Education, 5<sup>th</sup> Edition

**Useful Links:**

1. <https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-Accounting-Managers-1stYear.pdf>
2. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf>
3. [https://ebooks.lpude.in/management/bba/term\\_3/DMGT202\\_COST\\_AND\\_MANAGEMENT\\_ACCOUNTING.pdf](https://ebooks.lpude.in/management/bba/term_3/DMGT202_COST_AND_MANAGEMENT_ACCOUNTING.pdf)
4. <https://www.bdu.ac.in/cde/docs/ebooks/mba/I/P16MBA6%20-%20MANAGEMENT%20ACCOUNTING.pdf>
5. <https://gurukpo.com/Content/MBA/Management%20Accounting%20I.pdf>



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL519: Business Statistics and Analytics</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 Objectives:</b> <ul style="list-style-type: none"> <li>• To make students learn and apply Measures of Central Tendency and Dispersion.</li> <li>• To develop skills among students concerning Regression and Correlation Analysis.</li> <li>• To make students to learn application of Statistical Principles in Quality Control, Index Numbers, and Financial Analysis.</li> <li>• To make students Utilize Time Series Analysis for Managerial Decision-Making.</li> </ul> <b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Find the central tendency and dispersions of the given quantitative data using the relevant methods.</li> <li>• Predict the trend of the given variable using regression and correlation analysis.</li> <li>• Apply principles of statistics in quality control, index number measurement, and financial analysis of the given data.</li> <li>• Plan for future managerial decisions based on the time series analysis of the given data.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to Statistics</b>	<b>12 Hours</b>
Meaning of Statistics. Data Processing and Analysis: Classification, Summarization of Data. Types of central tendency(Examples only on Mean and Median). Examples on missing terms and missing frequencies. Combined Mean (Examples.) Measures of Dispersion: Absolute and Relative measures. Meaning of Mean Deviation, Standard Deviation, Variance and their real-life applications in business with examples. Introduction to skewness & kurtosis.		
<b>Unit II</b>	<b>Correlation and Regression Analysis</b>	<b>12 Hours</b>
Definition of Correlation. Types of Correlation. Karl Pearson's correlation coefficient and its interpretation (continuous data be omitted). Spearman's Rank correlation (Examples both on repeated and non-repeated ranks.) Regression: Meaning of regression. Simple and multiple regression (problems on simple regression only.		
<b>Unit III</b>	<b>Industrial and Managerial Statistics</b>	<b>12 Hours</b>
Statistical Quality Control (SQC): Meaning and Concept. Control Charts: Examples on X-bar chart and R-Chart Index numbers: Concept, methods of measuring index. Base year formulas for predicting index number. Retail Price Index, Wholesale Price Index. Functions and Derivatives: Linear, Quadratic and Exponential functions. Managerial applications of functions. Meaning of derivatives. Examples on first order derivatives. Economic application of derivative to find Total, Marginal and Average Curves. Maximum and Minimum of functions and their applications in economics.		
<b>Unit IV</b>	<b>Forecasting and Theory of Probability</b>	<b>12 Hours</b>
Overview of Forecasting Methods, Selecting a Forecasting Technique. <b>Time Series:</b> Meaning. <b>Time Series Analysis:</b> Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations. Moving Averages (examples on three yearly and five yearly moving averages.) <b>Probability Distribution:</b> Concept and definition of probability. Rules of probability. Revision of Probabilities using Baye's formula. Real life application of Baye's theorem in managerial decisions.		

**Text Books:**

1. Sanjiv Jaggia, Alison Kelly (2nd Edition , January 2, 2019), “Essentials of BusinessStatistics” 2nd Edition, Mc Graw Hill.
2. V. C. Sinha, Alok Gupta (Edition: 1, 2014), “Business Statistics” SBPD Publications,ISBN: 9789351671411, 9351671410

**References Books:**

1. Dinesh Khatter and S.R.Arora (2001), “Business Mathematics With Applications”,S.Chand Publications.
2. S.C. Gupta and V.K.Kapoor (2000), “Fundamentals of Mathematical Statistics”, 10<sup>th</sup> Revised Ed, S.Chand Publications.
3. S. C. Gupta (2014), “Fundamentals of Statistics”, 7<sup>th</sup> Revised and Enlarged Ed, HimalayaPublishing House.
4. Richard I. Levin & David S. Rubin (1997), “Statistics for Management”, 7<sup>th</sup> Ed,Published by Prentice Hall.
5. V.K. Khanna, Q. Zamiruddin & S. K. Bhambri, (2009) “Business Mathematics”, 2<sup>nd</sup> Ed,Vikas Publishing House Pvt Limited.

**Useful Links:**

1. [http://www.opentextbooks.org.hk/system/files/export/9/9418/pdf/Principles\\_of\\_Business\\_Statistics\\_9418.pdf](http://www.opentextbooks.org.hk/system/files/export/9/9418/pdf/Principles_of_Business_Statistics_9418.pdf)
2. <http://www.ddegjust.ac.in/studymaterial/mcom/mc-106.pdf>



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL520: Information Technology and MIS</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 Objectives:</b> <ul style="list-style-type: none"> <li>• To understand and apply different functional strategies in business</li> <li>• To apply the business model strategy for E-Commerce and traditional businesses</li> <li>• To understand the concepts of red and blue ocean strategy</li> <li>• To develop and apply skills for start-ups and sustainability is strategic management</li> </ul> <b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Describe the fundamental concepts and principles related to Management Information Systems.</li> <li>• Identify and differentiate between various types of information systems, including transaction processing systems, decision support systems, and executive support systems.</li> <li>• Identify the role of e-commerce in e-businesses.</li> <li>• Explore the stages of the System Development Life Cycle and the methodologies used in developing and maintaining information systems.</li> </ul>		
Course Contents		
Unit I	E-Commerce and E-business	12 Hours
E-Commerce Definition, concept, types and applications of E- Commerce. E-Business Concept and Definition, Architecture of E-Business, E-Business Models and Applications. E- Banking: - Definition, Need and Significance of E-Banking, Security Threats and control measures in e-paymentsystems. E-Governance-need, scope and importance, applications of E-Governance.		
Unit II	Scope and Objectives of Information System	12 Hours
Concept of Data and Information, Introduction and characteristics of System. Concept of Information System, The role and importance of information systems, Decision making, Types of Decisions, Phases in Decision making. Information needs of different organization levels.		
Unit III	Types of Information Systems	12 Hours
Major types of information system in Organization- TPS, OAS, KWS, MIS, DSS, ESS and relationship between them, TPS- Need and significance. KWS & OAS- Need and significance. MIS, Decision support systems (DSS) – DSS characteristics and components of DSS, DSS applications. Group decision support systems (GDSS). Executive support systems (ESS)–Need and significance of ESS, Strategic information system		
Unit IV	Design, Development and Implementation of Information System	12 Hours
Overview of system development life cycle, phases of SDLC, Alternative system building methods, proto typing, application of software packages, end user development and outsourcing. Major problem areas in information system, causes of information system success and failure, Application IS in different functional areas like Marketing HRM etc		
Text Books:		
1. Management Information Systems by Kenneth C. Laudon, Jane P. Laudon 2. Management of Information systems – Jawadekar W.S. 3. E-Business & E-Commerce for Managers by Harvey Deitel, Paul Deitel 4. Management Information Systems by Dr. D. B. Bharati & Rohan Dahivale Himalaya Publications.		

**References Books:**

1. Information systems management in practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
2. Management of information systems – James A. O'Brien
3. Information system concepts for management – 4th edition Lucas
4. Management Information Systems, Text and Applications by. C.S.V. Murthy
5. Management Information Systems by Jaiswal and Mittal, Oxford University Press

**Useful Links:**

1. [https://www.academia.edu/33858287/LECTURE\\_NOTES\\_on\\_Management\\_Information\\_System](https://www.academia.edu/33858287/LECTURE_NOTES_on_Management_Information_System)
2. [https://dinus.ac.id/repository/docs/ajar/Kenneth\\_C.Laudon,Jane\\_P\\_.Laudon\\_-Management\\_Information\\_Sysrem\\_13th\\_Edition\\_.pdf](https://dinus.ac.id/repository/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_-Management_Information_Sysrem_13th_Edition_.pdf)
3. <http://www.managementstudyguide.com/>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL521: Business Communication and Corporate Etiquettes</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 Objectives:</b> <ul style="list-style-type: none"> <li>• To understand the fundamental principles, process, and barriers of effective communication.</li> <li>• To acquire and apply effective written and verbal business communication skills.</li> <li>• To apply corporate etiquette in professional interactions, presentations, and digital communication.</li> <li>• To prepare and deliver engaging presentations using various electronic media in a business setting.</li> </ul> <b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Explain the process, the principles and the barriers of the effective communication.</li> <li>• Develop effective written and verbal communication skills for professional business interactions</li> <li>• Apply corporate etiquette principles while facing job interview, handling business telephonic call and while conducting</li> <li>• Prepare presentations and effectively use electronic media for business communication</li> </ul>		
Course Contents		
<b>Unit I</b>	<b>Introduction of Communication</b>	<b>12 Hours</b>
Meaning, Objectives of upward, downward and horizontal communication, Principles of communication, Process of communication, Barriers of effective communication, Ethics in managerial Communication, Impressing through communication		
<b>Unit II</b>	<b>Written and Oral Communication</b>	<b>12 Hours</b>
Format of formal letter writing, Examples of business letters, Inquiries, Quotations, Orders, Complaints, Job Application Letter, Resume preparation, Report writing, Meetings, Notice, Agenda, Resolution & Minutes. Effective Listening: Types of listening, Dos and Don'ts of listening, Speaking as communication skill: Dos and Don'ts Of Speaking, Principles of speaking, Group Discussion		
<b>Unit III</b>	<b>Corporate Etiquettes</b>	<b>12 Hours</b>
Meaning and Importance of Etiquettes, Etiquettes and Non-Verbal Communication : Kinesics, Body language, Gestures, Postures, Facial Expressions, Eye Contact, Professional Handshake Meeting and board room protocol : Guidelines for planning a meeting, Conducting meeting, Guidelines for attending the meeting Interview Etiquette : Types of interviews, Process of interview, Preparation to face interviews Business Telephone Etiquette, Table manners and etiquette		
<b>Unit IV</b>	<b>Digital Communication and Presentations</b>	<b>12 Hours</b>
Presentation: Meaning, Elements of presentation, Designing & delivering business presentations Digital Communication: Application of electronics media & communications, Video conferencing, SMS, Social media communication, E-mail. Introduction to online platforms for professional communication : Need of the online platforms for communication, Advantages and disadvantages, Manners and Etiquettes of online communication		
<b>Text Books:</b>		
1. Herta Murphy, Jane P. Thomas , “Effective Business Communication”, 7 <sup>th</sup> Edition, Mc Graw Hill. 2. Asha Kaul, (2015) “Effective Business Communication” 2 <sup>nd</sup> Edition, PHI 3. A. K. Jain, Dr. Pravin S.R. Bhatia, Dr. A. M. Shaikh, “Professional Communication Skills”, Revised Edition, S. Chand Publications.		

**References Books:**

1. Meenakshi Raman and Prakash, (2012), Business Communication, 2nd Ed, OxfordPublication
2. Raj Kumar, (2010), Basic Business Communication,3rd Ed, Exel Books
3. Asha Kaul, (2009), Business Communication, 2nd Ed, PHI Learning
4. Pradhan & Thakur,(2016), Business Communication,4th Ed, Himalay Publication
5. Urmila Rai, S. M. Rai, Business Communication,9th Ed, Himalaya Publishing House
6. David Robinson, Business Etiquette (Creating Success),(2016),1st Ed, Mc Grath HillPublication
7. Shital Kakkar Mehra, Business Etiquette: A Guide for the Indian Professional

**Useful Links:**

1. <https://www.ncertbooks.guru/mba-business-communication-lecture-notes/>
2. <https://www.ebooks.com/en-us/subjects/business-business-communication-ebooks/69/>
3. <https://www.g-wlearning.com/communication/9781605254722/student/index.htm>
4. <https://management.ind.in/forum/business-communication-notes-mba-pdf-12693.html>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL522: Business Law and Ethics</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 Objectives:</b> <ul style="list-style-type: none"> <li>• To apply the norms of the Indian Contract Act and the Sales of Goods Act in business to ensure legal compliance, effective management, and protection of rights in transactions.</li> <li>• To apply the Negotiable Instruments Act and the Consumer Protection Act in the professional world to ensure legal compliance and protect financial transactions and consumer rights.</li> <li>• To integrate the legal norms of the Indian Companies Act and IPR Act in managerial functions</li> <li>• To promote the application of professional ethics in both workplace and personal life.</li> </ul> <b>Course Outcomes:</b> On completion of the course student will be able to <ul style="list-style-type: none"> <li>• Apply various norms of Contract Act and Sales of Goods Act in world of work.</li> <li>• Apply Negotiable Instrument Act and Consumer Protection Act in professional world.</li> <li>• Use legal norms of Indian Company Act and IPR Act at various managerial positions.</li> <li>• Use of professional ethics in both profession and personal life.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Business Contract</b>	<b>12 Hours</b>
Law relating to Indian Contract Act, 1872 - Formation of Contract, Essentials of a Valid Contract, Performance of Contract, Discharge of Contract and Remedies for Breach of Contract Law relating to Sale of Goods Act, 1930 - Essentials of contract of Sale of Goods, Conditions and Warranties, Performance of Contract of Sale, Unpaid Seller and his rights		
<b>Unit II</b>	<b>Negotiable Instruments and Consumerism</b>	<b>12 Hours</b>
Law relating to Negotiable Instruments Act, 1881 - Negotiable Instruments Meaning and Characteristics, Kinds of Negotiable Instruments, Holder and Holder in due course, Transferability and Assignment of Negotiable Instruments, crossing of cheques and bouncing of cheques Law relating to Consumer Protection Act, 1986 - Definition of consumer, who can file a complaint? Grounds on which a complaint can be filed? Unfair Trade Practices, Consumer Disputes and Redressal Agencies, Drafting of consumer complaint.		
<b>Unit III</b>	<b>Law Relating to Indian Companies &amp; Trademarks, Patents Act</b>	<b>12 Hours</b>
Indian Company Act 1956 - Salient features of a company, Types of companies, Memorandum and Articles of Association, Corporate Veil-Docctrine of Ultra-Virus, Doctrine of Indoor Management, Winding up of companies Trademarks and Patents Act - Importance of protection of intellectual property, Copy rights and related rights, trademarks and rights arising from trademarks registration, Conceptual understanding of patents		
<b>Unit IV</b>	<b>Introduction of Professional Ethics</b>	<b>12 Hours</b>
Nature and importance of ethics in business, Theories of ethics, Gandhian philosophy of wealth management, Social responsibilities of business, Ethics and Decision Making, Morality and Rationality in organization, Ethics in Business disciplines		
<b>Text Books:</b>		
1. N.D. Kapoor (2016), 'Elements of Mercantile Law', Latest Edition, Paperback 2. K. R. Bulchandani (1984), 'Business Laws', 8th Edition, Himalaya Publishing House 3. M C Kuchhal & Vivek Kuchhal (2013), 'Business Law', 6th Edition, Vikas Publishing House Pvt. Ltd. 4. Aditya Soni (April 2019), 'Intellectual Property Law', 2nd Edition, Bharat Law House Pvt. Ltd. 5. Bajaj P. S & Raj Agarwal, 'Business Ethics', Biztantra, 2012. 6. Joseph R. DesJardins and John J. McCall, 'Contemporary Issues in Business Ethics', 6th Edition.		

**References Books:**

1. B. S. Moshal (2008) 'Business and Industrial Law', Latest Edition, Ane Books India.
2. S.N. Kulkarni (2008), 'Laws Regulating Business', Diamond Publications
3. S.S. Gulshan (2010), 'Mercantile Law', 3rd Edition, Paperback
4. Dr. S. C. Tripathi (2015), 'The Consumer Protection Act', 5th Edition, Paperback
5. R.P. Maheshwari and S.N. Maheshwari (1983), 'Principles of Mercantile Law', 6th Edition, National Pub. House
6. G. K. Kapoor S. S. Gulshan, (2008) 'Business Laws', New Age International
7. Lawrence and Weber, 'Business and Society', 12/e, Tata McGraw- Hill, 2010.
8. Keshoo Prasad, 'Corporate Governance', 2/e, PHI.
9. Balachandran V, & Chandrashekharan V, 'Corporate Governance, Ethics and social

**Useful Links:**

1. <https://www.slideshare.net/varshanihanthlade/business-law-notes-of-module-1-sem-2>
2. <https://www.geektonight.com/business-law-notes>
3. <http://www.simplynotes.in/e-notes/mbabba/business-law/>
4. [https://www.dphu.org/uploads/attachements/books/books\\_3498\\_0.pdf](https://www.dphu.org/uploads/attachements/books/books_3498_0.pdf)



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL523: Managerial Economics</b>		
<b>Teaching Scheme:</b> Lectures: 02 Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b> 03	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To gain foundational knowledge of principles of economics and functions of managerial economics</li> <li>• To analyze and understand the various laws of economics and application in business decision making.</li> <li>• To apply concepts of production and revenue for analyzing various market structure pricing and output determination.</li> <li>• To understand revenue and cost concept by using cost curves to determine business efficiency. Environ</li> </ul>		
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Explain how utilization of resources are important to achieve managerial and business goals.</li> <li>• Identify how demand and supply interact in various market structure to determine price and output.</li> <li>• Apply concept of production function in analyzing business situations to take better decisions.</li> <li>• Examine revenue and cost concept by using cost curves to determine business efficiency.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Role of Managerial Economics</b>	<b>09 Hours</b>
Concept of firm and Market, Nature and Scope of managerial economics, Role of managerial economists in decision making. Utility: meaning and analysis, measurement of utility and types. Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium, Consumer surplus.		
<b>Unit II</b>	<b>Demand and Production Analysis</b>	<b>09 Hours</b>
Law of demand, types and factors affecting demand, Elasticity of demand, Techniques of demand forecasting, Survey and Statistical methods. Law of Supply, determinants of Supply, Elasticity of Supply. Production function, law of variable proportions, law of return to scale, Economies and diseconomies of scale. Practical Problems on demand forecasting.		
<b>Unit III</b>	<b>Market structure and Pricing, Revenue Analysis</b>	<b>09 Hours</b>
Cost Concepts and Types - Money, Real and opportunity Cost. Short-run and long-run Cost Curves, Pricing methods, Revenue and types of revenue, Types of market Structure, Pricing under different market structure, Output determination under perfect competition, Monopoly, Monopolistic competition and Oligopoly. Price leadership.		
<b>Unit IV</b>	<b>Economics and Profit Planning</b>	<b>09 Hours</b>
Pricing and business economics, economics of profit, Business cycle - Causes and Control. GDP and economics. Inflation and economics, Inflation: Meaning, Measures to Control Inflation, Profit Management: Concept, Nature and measurement of profit, Classification of profit. Strategic interaction and game theory.		
<b>Text Books:</b>		
1. D. N. Dwivedi - Managerial Economics 7th edition, Vikas Publishing, 2009 ISBN-13: 978-8125923473 2. P. I. Mehta (2014), Managerial Economics - Analysis Problems & Cases, 20th Revised & Enlarged Ed, Sultan Chand & Sons. ISBN13: 978-93-5161-059-5.		

**References Books:**

1. V L. Mote, Samuel Paul, G. S. Gupta (2004), Managerial Economics: Concepts and Cases, McGrawHill Education 1st Edition 0070965188 · 9780070965188
2. Jeffrey M. Pearloff (2006), Micro Economics 5<sup>th</sup>, 6<sup>th</sup> and 7<sup>th</sup> Edition.
3. D. M. Mithani and S. K. Dastane (2009), 1<sup>st</sup> Ed. Managerial Economics-Text and cases, HimalayaPub. House. ISBN: 978-93-5142-034-7.
4. Dr. D.M. Mithani International Economics Himalaya Pub House, ISBN: 978-93-5097-828-3
5. Mishra & Puri - Economics for Management, Himalaya Pub. House, ISBN: 978-93-5142-597-7.
6. Morgan Housel - The Psychology of Money, Harriman House

**Useful Links:**

1. <http://www.edushareonline.in/Management/eco new.pdf>
2. [http://www.swlearning.com/economics/hirschey/managerial\\_econ/chap01.pdf](http://www.swlearning.com/economics/hirschey/managerial_econ/chap01.pdf)
3. <http://www.richdad poor dad>, <https://learn.roofstock.com/blog/rich-dad-poor-dad-summary>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-I</b> <b>MBL524: Skills for Managers</b>		
<b>Teaching Scheme:</b> Lectures: 02 Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  03	<b>Evaluation Scheme:</b> MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• To develop and demonstrate the ability to effectively manage and leadership skills</li> <li>• To identify and choose the most suitable vendors or suppliers for a business or project based on different parameters.</li> <li>• To enable individuals to effectively use various negotiation techniques and approaches in a range of business scenarios.</li> <li>• To develop the ability to take informed business decisions on situational basis.</li> </ul> <b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Apply essential managerial and leadership skills in a business context.</li> <li>• Select vendors based on the vendor selection process.</li> <li>• Apply negotiation strategies in different situations in business contexts.</li> <li>• Take decisions for the given business situations.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Skills for Managers</b>	<b>09 Hours</b>
Essential skills required for managers, Skills for a successful management process, Importance of management skills. Managerial Skills according to Robert Katz, Examples of Management Skills, Need of Managerial skills, How Management Skills can be Improved, Effective team building, Empowering and delegating, Responsibility and Authority relationship, Technical & Problem-Solving Skills. Planning, Forecasting		
<b>Unit II</b>	<b>Vendor Relationship Management</b>	<b>09 Hours</b>
Relationship skills and Communication with suppliers, Relationship of vendors and stakeholders. Identification source of new suppliers and vendors, Selection process based on price, quality, support, capacity and reliability, measuring and managing the vendor and supplier cost, quality and delivery performance, Vendor management process, Evaluation of vendors, Vendor management benefits, managing risk relating to quality, cost, delivery and supply of purchases. Problem-solving against a contract-driven relationship.		
<b>Unit III</b>	<b>Negotiation</b>	<b>09 Hours</b>
Introduction, Concept of Negotiation, Important points considered during Negotiation, Types of Negotiation, Principles of Negotiation, Possible outcomes of Negotiation, Steps of Negotiating, Negotiation Tactics, Factors Affecting Success in Negotiation, Negotiation in purchasing, Costs and delivery performance. Examples of negotiation.		
<b>Unit IV</b>	<b>Selling Skills and Decision Making</b>	<b>09 Hours</b>
Product Knowledge: Selling technique for B2C and for B2B, Discussion of different types of products and how the selling techniques of different products and services varies from sector to sector. Sales Process, sales plan, Sales target, Stock control Product presentation – Demonstration etc. Closing skills & Order Processing, in – store selling, Role of Consumer behavior in decision making. Effective decision making, Decision making at the work place, Problem solving and building relationship, Decision making strategy,		

**Text Books:**

1. Sumit Koti, Vikesh Ramchandani, Selling and Negotiation Skill, Himalaya Publishing House, ISBN: 9789350970713
2. Madhurima Lall, Decision Making Skills, S Chand Publishing, ISBN: 9788121921947

**References Books:**

1. Himanshu Rai, Negotiation, McGraw Hill India, ISBN 9789387067974
2. Agostino Carrideo Vendor Management, CreateSpace Independent Publication, ISBN:9781514315200
3. Roy J Lewicki, Negotiation Reading Exercise, McGraw Hill India
4. Anand Sharama, Quantitative Techniques for Decision Making, Himalaya Publishing House, ISBN:97881178667553
5. Michel Crouhy, Robert Mark, The Essentials of Risk Management, McGraw Hill Education, ISBN:9780071818513

**Useful Links:**

1. <https://corporatefinanceinstitute.com/resources/careers/soft-skills/management-skills/>
2. <https://www.civilserviceindia.com/subject/Management/notes/vendor-evaluation-and-audit.html>

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**(An Autonomous Institute)**

Teaching and Evaluation Scheme with effect from the Year 2021-22

First Year MBA (Semester – II)

Sr. No.	Course Code	Course Title	Teaching Scheme				Course Credits	Evaluation Scheme			
			L	T	P	Contact Hrs/wk		CIE		SEE	TOTAL
								MSE	ISE		
1	MBL525	Marketing Management	3	1	-	4	4	30	20	50	100
2	MBL526	Financial Management	3	1	-	4	4	30	20	50	100
3	MBL527	Human Resource Management	3	1	-	4	4	30	20	50	100
4	MBL528	Operations Techniques and Management	3	1	-	4	4	30	20	50	100
5	MBL529	Basics of Strategic Management	2	1	-	3	3	30	20	50	100
6	MBL530	Research Methodology	3	1	-	4	4	30	20	50	100
7	MBL531	Decision Analysis Techniques for Managers	3	1	-	4	4	30	20	50	100
8	MBL532	Business Environment	2	1	-	3	3	30	20	50	100
		Total	22	08	00	30	30	240	160	400	800

L- Lecture  
T-Tutorial  
P-Practical

MSE : Mid Semester Examination  
ISE : In Semester Evaluation

CIE - Continuous In Semester Evaluation  
SEE - Semester End Examination

**DKTES's Textile and Engineering Institute, Ichalkaranji****MBA First Yr. SEM-II****MBL525: Marketing Management**

<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
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**Course Objectives:**

- Equip students with the skills to design marketing plans that adapt to evolving market conditions.
- Enable students to implement effective segmentation, targeting, and positioning strategies rooted in consumer behavior insights.
- Provide students with the tools to develop comprehensive product mix and pricing strategies for both manufacturing and service sectors.
- Teach students to craft promotional and distribution strategies tailored to specific products.

**Course Outcomes:**

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

- Plan for marketing activities considering the changing market environmental factors
- Apply segmentation, targeting, and positioning strategies based on the consumer behavior analysis.
- Use the concepts learnt to frame product mix and price mix strategies for any business in manufacturing as well as in service industry.
- Formulate promotion and distribution strategies for the given product.

**Course Contents**

<b>Unit I</b>	<b>Introduction to Marketing</b>	<b>12 Hours</b>
Definitions of market and marketing, Nature and scope of marketing, Sales and Marketing, The core concepts of marketing, Company orientation towards market place, Marketing Environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Marketing Myopia		
<b>Unit II</b>	<b>Consumer Behaviour and STP</b>	<b>12 Hours</b>
Consumer Behaviour Analysis: Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process, Factors influencing consumer behaviour, B2B marketing Vs Consumer Marketing. Market Segmentation, Targeting & Positioning: Segmentation: Benefits of segmentation, Bases for market segmentation, Consumer goods market segmentation Targeting: Meaning and Market targeting strategies. Positioning: Meaning and Importance		
<b>Unit III</b>	<b>Managing the Product and Pricing Decisions</b>	<b>12 Hours</b>
Managing the product: Meaning of product, Levels of products, Types of products, Product line decisions, Product life cycle, Concept of packaging, Advantages and disadvantages of packaging, Concept of branding, Advantages and disadvantages of branding Pricing decision – Meaning, Significance of pricing, Objectives, Factors influencing pricing, Pricing methods, Pricing Strategies		
<b>Unit IV</b>	<b>Promotion Mix and Distribution Strategy</b>	<b>12 Hours</b>
Promotion mix: Advertising: Meaning, 5 Ms of advertising: Personal selling: Nature, Types, Process of personal selling, Sales promotion: Nature, Importance, Types and Techniques of sales promotion, Direct marketing: Meaning, Need, Types of direct marketing. Publicity: Meaning, Objectives, Types of publicity Distribution Strategy- Meaning, Objectives, Factors Affecting Channel Choice, Channel Design, Channel Management Decision		



**Text Books:**

1. M. Govindarajan, "Marketing Management - Concepts, Cases, Challenges and Trends", 2<sup>nd</sup> Edition, PHI.
2. Rajan Saxena, "Marketing Management", 5<sup>th</sup> Edition, McGraw Hill Publication
3. Ramswamy V. S., Namakumari S., Macmillan (2012), "Marketing Management", 3<sup>rd</sup> Ed Publishers India Ltd
4. Philip Kotlar, Gary Armstrong, "Principles of Marketing", 17<sup>th</sup> Edition, Pearson Publication

**References Books:**

1. Kotler, Keller, Koshy & Jha, (2017), "Marketing Management, South Asian Perspective", 15<sup>th</sup> Ed, Pearson Education.
2. Ramaswamy V. S. & Namakumari (2014) "Marketing Management", 4<sup>th</sup> Ed, TMH.
3. Tapan Panda (2014) "Marketing Management", 2<sup>nd</sup> Ed, Excel Publication.
4. Arun Kumar & Meenakshi N (2012) "Marketing Management", 2<sup>nd</sup> Ed, Vikas publication.
5. Neelamegham S, "Marketing in India: Text and Cases", 4<sup>th</sup> Ed, Vikas publication.
6. Shajahan S (2011), "Applied Case Studies in Marketing", 3<sup>rd</sup> Ed, Primus Books.

**Useful Links:**

1. <http://www.himpub.com/documents/Chapter903.pdf>
2. <https://www.enotesmba.com/2013/01/marketing-management-notes.html>
3. <https://www.academia.edu/32346771/MARKETING-MANAGEMENT-NOTES.pdf>

**DKTES's Textile and Engineering Institute, Ichalkaranji****MBA First Yr. SEM-II****MBL526: Financial Management**

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

- To make students learn and to analyse financial data to take financial decisions.
- To develop skills among students concerning analysis of financial performance of firms.
- To make students to learn and able to prepare working capital statements
- To make students know Receivable and Payable Management

**Course Outcomes:**

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

- Apply Capital Budgeting techniques in Financial Management for effective decision-making in business.
- Interpret financial statements to know business financials.
- Estimate the working capital requirement of various firms.
- Compute Receivables and payables of various firms.

**Course Contents**

<b>Unit I</b>	<b>Introduction to Financial Management and capital Budgeting</b>	<b>12 Hours</b>
Financial Management: meaning, objectives and scope; types of financial decisions, role and responsibility of financial manager in a firm. Capital Budgeting Decisions: nature, importance and types of investment decision, techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.		
<b>Unit II</b>	<b>Techniques of Financial Statement Analysis</b>	<b>12 Hours</b>
Comparative financial statements, Trend analysis, Common size statement, Ratio Analysis- Classification of ratios, -Liquidity ratios, Leverage ratios, Activity ratios, Profitability ratios, Inter firm and Intra firm financial Analysis, Interpretation of Ratios, Cash flow and Fund flow statement		
<b>Unit III</b>	<b>Short term Financing and Investment Decision</b>	<b>12 Hours</b>
Working Capital Management: Concept and types of working capital; determinants of working capital, estimation of working capital requirement; working capital policy.		
<b>Unit IV</b>	<b>Receivable and Payable Management</b>	<b>12 Hours</b>
Meaning, objectives, Factors determining credit policy, approaches to evaluate credit policy, Payable Management: Meaning cost and benefits of trade credit, computation of cost of creditors Note: -Theory all units. Problems on-Unit No. 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> unit Practical Problems on Ratio Analysis, Capital budgeting, working capital management		
<b>Text Books:</b>		
1. Khan and Jain – “Financial Management-Theory and Problems in Financial Management” McGraw Hill Education; 2 edition (5 May 1999)		
2. Prasanna Chandra- “Financial Management: Theory and Practice” Tata McGraw Hill Education (1 November 2007)		

**References Books:**

1. I.M. Pandey–“*Financial Management*” Vikas (5 May 2016)-11th Edition
2. P.V. Kulkarni, B. G. Satyaprasad- “*Financial Management*”-Himalaya Publishing House(Edition 2007)
3. Sheeba Kapil- “*Financial Management*”-Pearson Publication First edition (1 December 2010)
4. Bhalla– “Financial Management” -S. Chand Publication- 3<sup>rd</sup> Edition
5. R. M. Srivastav-“Financial Management & Policy”

**Useful Links:**

- 1.[http://vcmdrp.tums.ac.ir/files/financial/istgahe\\_mali/moton\\_english/financial\\_management\\_%5Bww.accfile.com%5D.pdf](http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bww.accfile.com%5D.pdf)
- 2.[http://www.crectirupati.com/sites/default/files/lecture\\_notes/finance%20notes.pdf](http://www.crectirupati.com/sites/default/files/lecture_notes/finance%20notes.pdf)

**DKTES's Textile and Engineering Institute, Ichalkaranji****MBA First Yr. SEM-II****MBL527: Human Resource Management**

<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
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**Course Objectives:**

- To Understand fundamental concepts of Human Resource Management, including its functions, needs, and challenges.
- To Examine various Human Resource Management practices such as job analysis, recruitment, selection, and compensation management.
- To Implement key concepts of Human Resource Development, focusing on training, career planning, and performance appraisal
- Recognize contemporary trends and innovations in HR practices within the industry.

**Course Outcomes:**

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

- Describe basics of HRM with its function, need & challenges
- Explain different HRM Practices like Job analysis, Recruitment, Selection & compensation management.
- Apply the different concepts of HRD like Training, Career planning & performance Appraisal.
- Identify the Modern trend of HR Practices in the Industry

**Course Contents**

<b>Unit I</b>	<b>Human Resource Management</b>	<b>12 Hours</b>
Definitions, Meaning, Evolution, importance, Scope and Nature of HRM. Functions of HRM- operative and managerial, challenges. Personnel Management Vs. Human Resource Management, policies and procedure of HRM –need and advantages, Organization of HR department in recent era. Duties and responsibilities of HR Department.		
<b>Unit II</b>	<b>Human Resource Planning</b>	<b>12 Hours</b>
Definition and meaning of HRP Objectives and Process, Importance of HRP, Problems in HRP, Benefits of HRP, HRP at different levels Job Analysis-Process, job description and job specification, Recruitment- policy, sources of recruitment, Selection- Recent Selection Process. Induction to fresher's, Compensation Management- Objectives, Components, Wage theories.		
<b>Unit III</b>	<b>Human Resource Development</b>	<b>12 Hours</b>
Definitions and Meaning of HRD, Training and Development of Human Resources- Meaning, importance and process. Need for training, Career Planning: - prerequisites and advantages, Succession Management. Performance Appraisal– Definitions, Meaning, importance, Performance appraisal methods. Brain drain of HR, HR Problems for T&D.		
<b>Unit IV</b>	<b>Modern HR Practices</b>	<b>12 Hours</b>
Maintenance of safety provision and well fair, Participative management, importance of diversified HR, HR relations and communication, Emotional intelligence, HR accounting and auditing HRIS, Flexi time, Dual career, International HRM and Cross Culture(only conceptual knowledge), HRM practices in M. S. M Industrial unites.		

**Text Books:**

1. Human Resource Management- P. Subba Rao -Himalaya Publications
2. Recent Trends in Human Resource Management - Himalaya Publication House New Delhi,
3. First Edition of Research thesis, By: - Dr Ravindra. U. Kanthe

**References Books:**

1. Human Resource Management- Text and Cases- K. Aswathappa- Tata McGraw Hill.
2. Employee Training and Development- Raymond Noe- Tata McGraw Hill
3. Human Resource Management: Text and Cases- VSP Rao- Excel Books
4. Human Resource Management- Snell, Scott and George Bohlander- Thomson
5. Personal Management 6<sup>Th</sup> Ed Edwin B. Flippo, Tata McGraw Hill

**Useful Links:**

- 1.[https://shodhganga.inflibnet.ac.in/bitstream/10603/76404/10/10\\_chapter%201.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/76404/10/10_chapter%201.pdf)
- 2.[http://archive.mu.ac.in/myweb\\_test/M.Com.%20Study%20Material/Human%20Res.%20Managem ent%20-%20M.%20Com%20-%20I.pdf](http://archive.mu.ac.in/myweb_test/M.Com.%20Study%20Material/Human%20Res.%20Managem ent%20-%20M.%20Com%20-%20I.pdf)

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-II</b> <b>MBL528: Operation Techniques 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 Objectives:</b> <ul style="list-style-type: none"> <li>• To understand and apply production management principles for effective planning and operations in manufacturing and service environments.</li> <li>• To develop proficiency in material procurement strategies and material management techniques to optimize inventory levels and resource utilization.</li> <li>• To evaluate and select appropriate service providers for outsourcing by applying critical selection criteria and performance metrics.</li> <li>• To implement efficient purchasing processes that ensure timely availability of materials, maintain optimal stock levels, and support organizational goals.</li> </ul>		
<b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>• Apply production management principles in planning and operations.</li> <li>• Use relevant material procurement and material management processes.</li> <li>• Select relevant service provider for outsourcing based on criteria.</li> <li>• Apply purchasing processes to maintain material stock as per requirement.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction to Production Management</b>	<b>12 Hours</b>
Production management- Objectives, functions, Production department organization structure, Relationship of production management with other departments. Scope of production management, Responsibilities of production Manager. Classification of production system Management Decisions, Production strategy, product selection, product design, process selection, Plant location and layout, need of selecting suitable location, Factors affecting facility location decision in operation management.		
<b>Unit II</b>	<b>Procurement and Material Management</b>	<b>12 Hours</b>
Objectives, need and functions of Materials Management, Need of Materials Planning. Principles of material management, Functional areas of material management, Procurement, Steps in procurement, Procurement process example, Importance of procurement in business, Factors affecting Materials Planning, Role of Procurement in Business, Procurement vs Purchasing,		
<b>Unit III</b>	<b>Outsourcing</b>	<b>12 Hours</b>
Sourcing and outsourcing. Need and importance of outsourcing. Limitations of sourcing and outsourcing. Sources of Supply, Selection of supplier, Evaluation of supplier performance, Supplier selection criteria, Negotiation, Importance of negotiation, Make or buy decision, Vendor Analysis & evaluation.		
<b>Unit IV</b>	<b>Purchasing Management</b>	<b>12 Hours</b>
Objectives of Purchasing, Functions and responsibilities of Purchase Department, Methods of Purchasing, Prerequisites and Elements. Steps in the Purchasing, Requisition/Indent, Types of requisition, Importance. Review of requisition and approval, Quotation, need of quotation in business, Comparative statement, Integration of requisition, quotation and purchase order, Purchase Price Determination, Difference between purchase order and invoice,		



**Text Books:**

1. Martand Telsang, Production Management, S Chand publication, ISBN 9789352533794
2. K. Aswathappa, Shridhara Bhatt, Production and Operation Management, Himalaya Publications, ISBN 9350248735

**References Books:**

1. Prof. K. C. Jain ,Production and Operation Management, Wiley, ISBN 9789350045091
2. Sowmya Rao, Production and Material Management, Himalaya Publications, ISBN9789350971093
3. S.A.Chunawala,D.R.Patel,Production and Operation Management, Himalaya Publications,ISBN 9789352029013
4. J P Saxena, Production and Operation Management, Vijay Nicole Imprints Pvt Ltd, Second Edition, ISBN 978007015329140
5. S N Chary, Production and Operations Management, Tata Mcgraw Hill, Second Edition. ISBN9789353164812
6. D. Chandra Bose, Inventory Management, PHI Learning, ISBN 9788120328532

**Useful Links:**

1. <https://www.purchasecontrol.com/blog/purchasing-process/>
2. <https://www.yourarticlelibrary.com/material-management/material-management-its-definitionobjectives-and-organization/27934>

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**MBA First Yr. SEM-II**  
**MBL529: Basics of Strategic Management**

<b>Teaching Scheme:</b> Lectures: 02 Hrs/Week Tutorials: 01Hr/Week	<b>Credits</b>  03	<b>Evaluation Scheme:</b>  MSE: 30 Marks ISE: 20 Marks SEE: 50 Marks
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**Course Objectives:**

- To analyze internal and external environments to identify opportunities and threats affecting organizations.
- To evaluate and select appropriate strategies to address organizational challenges
- To translate strategic plans into actionable initiatives, including resource allocation and execution.
- To understand and develop skills for applying principles of strategy formulation and implementation.

**Course Outcomes:**

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

- Develop strategic framework focusing on competitive environment and sustainability.
- Analyze the performance of the various firms on the basis of Strategic analysis tools.
- Demonstrate the ability to translate strategic plans into actionable initiatives, including resource allocation and execution.
- To develop skills for applying principles of strategy formulation, implementation to the solution of business problems

**Course Contents**

<b>Unit I</b>	<b>Introduction to Strategic Management</b>	<b>09 Hours</b>
Concept of Strategy, Process of Strategy, Strategic Framework, Strategic management process and concepts, Value, Competitive Forces, Nature of competitive advantages and sustainability, Strategy Content, Process and Roles, Dimensions and Levels of Strategy, Strategic Decision Making and Approaches to Strategic Decision making.		
<b>Unit II</b>	<b>Strategic Analysis</b>	<b>09 Hours</b>
Tools and techniques for strategic analysis, Generic Strategies, SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Resource-based view of a firm, Business Portfolio Analysis. Evaluation of firm performance, Corporate Strategy.		
<b>Unit III</b>	<b>Strategic Formulation</b>	<b>09 Hours</b>
Different levels of strategy. Low cost, differentiation and focus strategies. Factors affecting competitiveness. International, multi-domestic, global and transnational strategies. Creating value and diversification, outsourcing, acquisitions, new ventures, international strategic alliances, and restructuring. Horizontal and vertical integration. Business Life Cycles and Strategies		
<b>Unit IV</b>	<b>Strategic Implementation and Control</b>	<b>09 Hours</b>
Strategy Implementation: Structure, Systems and People, The 7S Framework, Strategies for the Bottom of the Pyramid, Digitalization strategies, Strategic control and corporate governance. Creating effective organisational designs. Managing innovation and fostering corporate entrepreneurship. Model of Strategic Implementation,		

**Text Books:**

1. Strategic Management & Business Policy, Azar Kazmi, Tata McGraw Hill, 3rd Ed. 2009.
2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed. 2005.
3. Strategic Management, 12th Ed. - Concepts and Cases - Arthur A. Thompson Jr. and A.J. Strickland

**References Books:**

1. Globalisation, liberalisation and strategic Management, V. P. Michael, Himalaya Publishing House.
2. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases-A.A.
3. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010
4. Business Policy and Strategic Management, P. Subba Rao, Himalaya Publishing House.
5. Strategy & Business Landscape - Pankaj Ghemawat

**Useful Links:**

1. <https://gurukpo.com/Content/MBA/BPSM.pdf>
2. [https://www.academia.edu/5535061/BUSINESS\\_POLICY\\_AND\\_STRATEGIC\\_MANAGEMENT](https://www.academia.edu/5535061/BUSINESS_POLICY_AND_STRATEGIC_MANAGEMENT)
3. <https://core.ac.uk/download/pdf/249336166.pdf>

<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-II</b> <b>MBL530: Research Methodology</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 Objectives:</b> <ul style="list-style-type: none"> <li>To acquire knowledge of the fundamental aspects involved in research.</li> <li>To design and formulate the research flow for various problems.</li> <li>To effectively apply statistical tools for data analysis.</li> <li>To identify and structure all key sub-parameters in a project report.</li> </ul> <b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>Identify the fundamental aspects involved in research.</li> <li>Design the flow of research for various problems.</li> <li>Apply various statistical tools for data analysis.</li> <li>Identify the sub parameters of project report.</li> </ul>		
Course Contents		
Unit I	Research Fundamentals	12 Hours
Meaning, Objectives, Importance, Motivation in research, Types of research, Research approach, Research process: Defining research problem, Literature review, Research design, Data collection, Data analysis and interpretation, Findings and Suggestions, Conclusion, Report writing, Scope of research in management		
Unit II	Research Design & Sampling Design	12 Hours
Features of good research design, Types of research design, Basic principles of experimental design, Sampling Design, Steps in sample Design, Characteristics of a good, Sample Design, Random samples & Non-random sampling design, Determining size of sample, Statistical design, Measurement & Scaling techniques- Measurement scales, Errors in measurement. Scaling & Scaleconstruction techniques.		
Unit III	Data Collection and Analysis	12 Hours
Methods of data collection, Primary data – Schedule and questionnaire, Construction of schedule and questionnaire align with objectives framed, Collection of secondary data. Processing and analysing data – Descriptive Analysis (Mean, Mode, Median, Standard Deviation, and Variance Analysis) Testing of hypothesis – Procedure for hypothesis testing, Parametric and Non parametric test of hypothesis, Confidence level, Inferential Analysis ('Z' test, 't' test, Chi- Square test), Basics of ANOVA		
Unit IV	Interpretation and Report Writing	12 Hours
Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation of data, Techniques of Interpretation. Report writing, Methods of report writing, Layout of a project report : Start pages, Introduction to the study, Research methodology, Review of literature (Theoretical background), Data collection, Data analysis and interpretation, Findings, Suggestions, Conclusion, End pages		
<b>Text Books:</b>		
1. C. R. Kothari (2013), "Research Methodology", Second Revised Edition, New age international (P) Ltd. 2. S. Mohan, R. Elangovan, "Research Methodology in Commerce", Deep & Deep, New Delhi		
<b>References Books:</b>		
1. R. Panneer Selvan, "Research Methodology", PHI 2. Jai Narain Sharma, "Research Methodology the Discipline & Its Dimensions", Deep & Deep, New Delhi 3. Gopal Lal Jain, "Research Methodology Methods, Tools & Techniques", Mangal Deep Pub. Jaipur 4. Dr. Raj Kumar, "Methodology of Social Sciences Research", Book Enclave, Jaipur 5. Donald Cooper & Pamela Schindler, "Business Research Methods", 9th Edition, TMGH		
<b>Useful Links:</b>		
1. <a href="http://agiftmu.blogspot.com/2018/02/notes-on-research-methodology-for-mba-ii.html">http://agiftmu.blogspot.com/2018/02/notes-on-research-methodology-for-mba-ii.html</a> 2. <a href="https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHOD_OLOGY">https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHOD_OLOGY</a> 3. <a href="https://www.researchgate.net/publication/303381524_Fundamentals_of_research_methodology_and_data_collection">https://www.researchgate.net/publication/303381524_Fundamentals_of_research_methodology_and_data_collection</a>		

**DKTES's Textile and Engineering Institute, Ichalkaranji**  
**MBA First Yr. SEM-II**  
**MBL531: Decision Analysis Techniques for Managers**

<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
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**Course Objectives:**

- To identify and recommend suitable Operations Research tools for addressing specific business challenges and enhancing decision-making.
- To translate verbal descriptions of business problems into Linear Programming models to determine optimal solutions and support decision-making.
- To apply Transportation, Assignment, Simulation, and Queuing models to effectively manage and optimize resources within an organization.
- To utilize Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT) for enhancing project planning and decision-making in industrial management.

**Course Outcomes:**

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

- Recognize and suggest the use of appropriate tool of Operations Research in related business.
- Formulate LP models to find optimum solution to different business-related problems from their verbal description.
- Apply knowledge of Transportation, Assignment, Simulation and Queuing models in managing resources of an organization optimally.
- Use the knowledge of network models like CPM and PERT to improve decision making in industrial management.

**Course Contents**

<b>Unit I</b>	<b>Basics of Operations Research and Linear Programming Model</b>	<b>12 Hours</b>
Operations Research: Concept, Historical Background, Phases, Features/Approaches, Scope and limitations of OR. Linear programming (LP): Formulation of model, Solution to LP Model by Graphical Method, Simplex Method, Big-M.		
<b>Unit II</b>	<b>Assignment and Transportation Models</b>	<b>12 Hours</b>
Transportation problems (TP): Concept, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM and VAM), Problems on balanced/unbalanced TP (Case of maximization and minimization), and optimality test using MODI method, Travelling Salesman Problem. Assignment Problems (AP): Concept, General structure of assignment problem, Hungarian method of solution. Problems on balanced/unbalanced AP (Case of maximization and minimization)		
<b>Unit III</b>	<b>Simulation and Queuing Models</b>	<b>12 Hours</b>
Queuing: Concepts, types of queuing system, characteristics of queuing model, Problems based on the results of (M/M/1) model. Simulation: Concept, Areas of application, Monte Carlo simulation & its application to problems in queuing and inventory situations.		
<b>Unit IV</b>	<b>Project Management</b>	<b>12 Hours</b>
Basic terms used in network analysis. Introduction to PERT and CPM, Difference between PERT and CPM. Determination of Earlier Starting Time and Earliest Finishing Time in the Forward Pass. Determination of Latest Starting Time and Latest Finishing Time in Backward Pass. Critical Path calculation, float calculation and its importance. Probability consideration in project scheduling. Project cost analysis. Cost reduction by Crashing of activity.		
<b>Text Books:</b>		
1. S. D. Sharma, Himanshu Sharma (1972), "Operations Research: Theory, Methods and Applications" 15 <sup>th</sup> Ed, Published by Kedar Nath, Ram Nath.		
2. P. K. Gupta & D.S. Hira (2014), "Operations Research", Revised Ed, S.Chand Company and Ltd.		

**References Books:**

1. Hamdy A. Taha (2011), "Operation Research- An introduction", 9<sup>th</sup> Ed, Pearson Publications.
2. Harvey M Wagner (1975), "Principles of Operations Research", Published by Prentice-Hall.
3. Hamdy A Taha, (1999), "Introduction to Operations Research", PHI Limited, New Delhi.
4. Sharma, J.K., (1989), "Mathematical Models in Operations Research", TMH
5. Wagner, Harvey M (1975), "Principles of Operations Research", PHI, Englewood Cliffs, N.J.

**Useful Links:**

1. [http://www.maths.adelaide.edu.au/matthew.roughan/notes/OORII/03lecture\\_notes.html](http://www.maths.adelaide.edu.au/matthew.roughan/notes/OORII/03lecture_notes.html)
2. <https://www.slideshare.net/mobile/rainuthakur1988/newornotes>



<b>DKTES's Textile and Engineering Institute, Ichalkaranji</b> <b>MBA First Yr. SEM-II</b> <b>MBL532: Business Environment</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 Objectives:</b> <ul style="list-style-type: none"> <li>To understand nature of business, environment applicable to take on the challenges.</li> <li>To study agricultural environment of business and explain potential of Agri-business in India.</li> <li>To understand financial and Government related environment of business and its impact on business.</li> <li>To understand new business opportunities in India and international environment of business.</li> </ul> <b>Course Outcomes:</b> On completion of the course, student will be able to – <ul style="list-style-type: none"> <li>Identify types of Business environment applicable to business.</li> <li>List out agricultural environment of business and explain potential of Agri-business in India.</li> <li>Examine financial and Government related environment of business and its impact on business.</li> <li>Evaluate new business opportunities in India and international environment of business.</li> </ul>		
<b>Course Contents</b>		
<b>Unit I</b>	<b>Introduction of Business Environment</b>	<b>09 Hours</b>
Business: Concept, significance, nature of business environment, Types of Business Environment: Internal and External Environment, Micro and Macro Environment, Economic Environment, Economic Growth and Development concepts of national income i.e. Gross Domestic product (GDP), GNP, NNP. Human Development concept, Gender related Development Index (GDI). Poverty Line and Micro-Finance Agencies.		
<b>Unit II</b>	<b>Agricultural and Financial Environment</b>	<b>09 Hours</b>
Role of Agriculture in Indian Economic, Agro-based Industries Sugar, Jute, Food Processing. Food Security bill, Food Safety and Standard Authority of India, (FSSAI). Indian Agricultural policy, concept of E-choupal. Indian Money Market, characteristics of money market. Role of capital Market in India's Industrial Growth, Stock Exchange Market and its Regulations, SEBI, NSE, BSE, Financial literacy.		
<b>Unit III</b>	<b>Government and International environment</b>	<b>09 Hours</b>
Economic Planning: Objectives of 12th plan. NITI Ayog, Industrial Policy. Foreign Trade Policy 2009-14, SEZs: Concept, Fiscal and Monetary Policy. Impact of LPG on Indian economy. Sources of Foreign Direct Investment in India. NRIs and Corporate sector. International Trade and policy. World Bank and WTO: Organization, structure, advantages to India, IMF, Exchange Rate and Policy of Developing Economies.		
<b>Unit IV</b>	<b>Global and social environment of the business</b>	<b>09 Hours</b>
Business as blending of People, Technology and Ethical Behavior, Achieving Business Success through Social Responsibilities, Information age of business, Influence of demography, technology, gender issues. Multinational Corporations: perspectives on Globalization, Globalization of Brands, Globalization of the Indian Business and Firms.		
<b>Text Books:</b> <ol style="list-style-type: none"> <li>Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, ISBN Number:978-81-8488-805-8.</li> <li>K.Mishra and V.K.Puri (2012) Economic Environment of Business,(with case studies), Himalaya Publishing House, Mumbai.</li> </ol>		

**References Books:**

1. Francis Cherunilam, International Business Environment, Himalaya Publishing House, Mumbai. ISBNNumber: 978-93-5299-437-3.
2. Justin Paul, Business Environment Text and cases, Tata McGraw-Hill publishing company, New Delhi.ISBN 13:9789353162498.
3. Paul Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson, Global Edition,ISBN-10: 1292214872.
4. Aswathappa K, Essentials of Business Environment, Himalaya Publishing House, Mumbai.
5. Kotler, Phillip and Gary M. Armstrong (2006), Principles of Marketing (Version 12/E), PearsonEducation Inc.
6. Ruddar Datt, Economic Reforms in India: A Critique, S.Chand Publications.

**Useful Links:**

1. <https://services.parliament.uk/bills/2019-20/earlyparliamentarygeneralelection.html>
2. <http://www.export.gov/>
3. <https://themba.institute/business-environment/social-environment/>