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SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर ४१६ ००४. महाराष्ट्र

दुरध्वनी“ : (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४) तार : युनिशिवाजी

फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.

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SU/BOS/Commerce /3755

Date : 24 AUG 2011

The Principal,  
Dattajirao Kadam Technical Education Society's  
Textile & Engineering Institute,  
Ichalkaranji.

Subject: Regarding revised syllabi of M.B.A. (Textile) Part-I (Commerce)  
(Semester –I & II) under the Faculty of Commerce.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of M.B.A. (Textile) Part-I (Commerce) (Semester –I & II) under the Faculty of Commerce.

This syllabi will be implemented from the academic year 2011-2012, (i.e. from June 2011) onwards. A soft copy (C.D.) containing the syllabus is enclosed herewith. This syllabus is also available on university website [www.unishivaji.ac.in](http://www.unishivaji.ac.in).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October/November-2011 and March /April -2012. These two chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all students and teachers concerned.

Thanking you,

Yours faithfully,

Sd/-  
Dy. Registrar

Encl:- As above

Copy to:-

- 1 Dean, Faculty of Commerce
- 2 Chairman, Board of Studies in Business Management
- 3 Appointment Section
- 4 O.E-I Section
- 5 Affiliation Section (P.G.)
- 6 Computer Centre

For information and necessary action.

# **SHIVAJI UNIVERSITY, KOLHAPUR.**



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(2009)

Faculty of Commerce

Revised Syllabus For

## **MBA(Textile)**

### **Part – I (Sem- I & II )**

(Subject to the modifications that will be made from time to time)  
**Syllabus to be implemented from June 2011 onwards.**

- A] Ordinance and Regulations :-  
(as applicable to degree/programme )
- B] Shivaji University, Kolhapur  
New Syllabus for  
Master of Business Administration (Textile )

**1. TITLE : Subject**

M.B.A. (Textile) IDS under the Faculty of Textile, Commerce& social Science

**2. YEAR OF IMPLEMENTATION:**

New syllabus will be implemented from June 2011 onwards.

**3. PREAMBLE: -**

MBA (Textile) aims at committing to achieve excellence in textile management education and to mould aspiring youngsters into new age professional managers who will be leader in the Indian Textile Industry. The proximity to the textile industry to this region offers the unique opportunity to the students in gaining first hand knowledge of the industry. A two years MBA (Textile) full time course is designed after core management learning for Textile Professionals, addressing the growing complexity and competition of textile business

**4. GENERAL OBJECTIVES OF THE COURSE/PAPER :**

( as applicable to the degree/ subject paper connected )

1. To address the growing complexities & competition in textile business.
2. To provide the right synergy of technology and management aligned to the specific need of textile industry.
3. To analyse operations and processes in textile business.
4. To analyse changes in the business to develop strategies that respond to emerging opportunities and threats.
5. To apply managerial skills to work effectively within teams in organisational situations
6. Apply cross functional approaches to organisation issues.

**5. DURATION**

- The course shall be a full time course.
- The duration of the course shall be of 2 years/ 4 semesters.

**6. PATTERN :**

Pattern of the examination will be semester.

**7. FEE STRUCTURE :-**

As per Shikshan Shulk Samiti , Govt. of Maharashtra.

**8. ELIGIBILITY FOR ADMISSION:-**

As per eligibility criteria prescribed for each course and the merit list in the qualifying examination. ( Any graduate who has qualified through MH-CET/CAT/MAT

**9. MEDIUM OF INSTRUCTION :-**

The medium of instruction shall be in English( as applicable to the course/programme concerned

**10. STRUCTURE OF THE COURSE**

Note- The structure & title of papers of the degree as a whole should be submitted at the time of submission revision of first year syllabus.

**First Semester****No. of papers-- 08**

| Sr. No. | Subjects                                | Marks |
|---------|---|-------|
| 1       | Financial Accounting                    | 100   |
| 2       | Principles of Textile Management        | 100   |
| 3       | Mathematics & Statistics for Management | 100   |
| 4       | Organizational Behavior                 | 100   |
| 5       | Management Information System           | 100   |
| 6       | Business Communication Skill            | 100   |
| 7       | Fiber to Yarn Manufacturing             | 100   |
| 8       | Business Law                            | 100   |
|         | Total                                   | 800   |

**Second Semester****No. of papers-- 08**

| Sr. No. | Subjects                                | Marks |
|---------|---|-------|
| 1       | Indian Textile Industry                 | 100   |
| 2       | Fabric Manufacturing                    | 100   |
| 3       | Marketing Management                    | 100   |
| 4       | Financial Management                    | 100   |
| 5       | Research Methodology                    | 100   |
| 6       | Textile Market-Domestic & International | 100   |
| 7       | Chemical Processing & Finishing         | 100   |
| 8       | Human Resources Management              | 100   |
|         | Total                                   | 800   |

**Third Semester****No. of papers-- 08**

| Sr. No. | Subjects   | Marks      |
|---------|--|------------|
| 1       | Logistics and Supply Chain Management In Textile | 100        |
| 2       | Textile Policies                                 | 100        |
| 3       | Elective-I -Paper-I                              | 100        |
| 4       | Paper-II   | 100        |
| 5       | Paper-III  | 100        |
| 6       | Economic Environment of Textile Industry         | 100        |
| 7       | Textile Production Management & Control          | 100        |
| 8       | Retail Management in Textiles & Garments         | 100        |
|         | <b>Total</b>                                     | <b>800</b> |

**Fourth Semester****No. of papers-- 08**

| Sr. No. | Subjects  | Marks      |
|---------|---|------------|
| 1       | Entrepreneurship Development and Project Management | 100        |
| 2       | Strategic Management                                | 100        |
| 3       | Project Report and Viva                             | 100        |
| 4       | Fashion Industry                                    | 100        |
| 5       | Apparel Merchandising                               | 100        |
| 6       | Quality Management for Textiles                     | 100        |
| 7       | Elective-I- Paper-IV                                | 100        |
| 8       | Paper-V   | 100        |
|         | <b>Total</b>  | <b>800</b> |

Electives-

- 1) Marketing Management
- 2) Financial Management
- 3) Human Resource Management

A student has to select any one elective in the second year.

**12 . SCHEME OF TEACHING AND EXAMINATION :-**

( The scheme of teaching and examination should be given as applicable to the course/paper concerned )

**First Year/ Semester-I**

| Sr. No. | Subject/ Paper                          | Teaching Scheme Hrs/week |    |          |       | Examination Scheme Marks |      |       |
|---------|---|--------------------------|----|----------|-------|--------------------------|------|-------|
|         |   | L                        | T  | P        | TOTAL | THEORY                   | T.W. | TOTAL |
| 1       | Financial Accounting                    | 4                        | -- | --       | 4     | 70                       | 30   | 100   |
| 2       | Principles of Textile Management        | 4                        | -- | --       | 4     | 70                       | 30   | 100   |
| 3       | Mathematics & Statistics for Management | 4                        | -- | --       | 4     | 70                       | 30   | 100   |
| 4       | Organizational Behavior                 | 4                        | -- | --       | 4     | 70                       | 30   | 100   |
| 5       | Management Information System           | 4                        | -- | --       | 4     | 70                       | 30   | 100   |
| 6       | Business Communication Skill            | 4                        | -- | --       | 4     | 70                       | 30   | 100   |
| 7       | Fiber to Yarn Manufacturing             | 4                        | -- | <b>2</b> | 6     | 70                       | 30   | 100   |
| 8       | Business Law                            | 4                        | -  | --       | 4     | 70                       | 30   | 100   |

**First Year/ Semester-II**

| Sr. No. | Subject/ Paper                           | Teaching Scheme Hrs/week |     |          |       | Examination Scheme Marks |      |       |
|---------|--|--------------------------|-----|----------|-------|--------------------------|------|-------|
|         |  | L                        | T   | P        | TOTAL | THEORY                   | T.W. | TOTAL |
| 1       | Indian Textile Industry                  | 4                        | --  | --       | 4     | 70                       | 30   | 100   |
| 2       | Fabric Manufacturing                     | 4                        | --  | <b>2</b> | 6     | 70                       | 30   | 100   |
| 3       | Marketing Management                     | 4                        | --  | --       | 4     | 70                       | 30   | 100   |
| 4       | Financial Management                     | 4                        | --  | --       | 4     | 70                       | 30   | 100   |
| 5       | Research Methodology                     | 4                        | --- | --       | 4     | 70                       | 30   | 100   |
| 6       | Textile Market- Domestic & International | 4                        | --  | --       | 4     | 70                       | 30   | 100   |
| 7       | Chemical Processing & Finishing          | 4                        | --  | <b>2</b> | 6     | 70                       | 30   | 100   |
| 8       | Human Resources Management               | 4                        | --  | --       | 4     | 70                       | 30   | 100   |

**SECOND Yr/ Semester-III**

| Sr. No. | Subject/ Paper                                   | Teaching Scheme Hrs/week |    |     |       | Examination Scheme Marks |      |       |
|---------|--|--------------------------|----|-----|-------|--------------------------|------|-------|
|         |  | L                        | T  | P   | TOTAL | THEORY                   | T.W. | TOTAL |
| 1       | Logistics and Supply Chain Management In Textile | 4                        | -- | --  | 4     | 70                       | 30   | 100   |
| 2       | Textile Policies                                 | 4                        | -- | --  | 4     | 70                       | 30   | 100   |
| 3       | Elective-I -Paper-I                              | 4                        | -- | --  | 4     | 70                       | 30   | 100   |
| 4       | Paper-II   | 4                        | -- | --  | 4     | 70                       | 30   | 100   |
| 5       | Paper-III  | 4                        | -- | --  | 4     | 70                       | 30   | 100   |
| 6       | Economic Environment in Textiles                 | 4                        | -- | --  | 4     | 70                       | 30   | 100   |
| 7       | Textile Production Management & Control          | 4                        | -- | --  | 4     | 70                       | 30   | 100   |
| 8       | Retail Management in Textiles & Garments         | 4                        | -- | --- | 4     | 70                       | 30   | 100   |

**SECOND Yr/ Semester-IV**

| Sr. No. | Subject/ Paper                          | Teaching Scheme Hrs/week |    |          | Examination Scheme Marks |        |      |       |
|---------|---|--------------------------|----|----------|--------------------------|--------|------|-------|
|         |   | L                        | T  | P        | TOTAL                    | THEORY | T.W. | TOTAL |
| 1       | Entrepreneurship Development            | 4                        | -- | --       | 4                        | 70     | 30   | 100   |
| 2       | Operation Research in Management        | 4                        | -- | --       | 4                        | 70     | 30   | 100   |
| 3       | Project Report and Viva                 | 4                        | -- | --       | 4                        | 70     | 30   | 100   |
| 4       | Strategic Management                    | 4                        | -- | --       | 4                        | 70     | 30   | 100   |
| 5       | Textile Market-Domestic & International | 4                        | -- | --       | 4                        | 70     | 30   | 100   |
| 6       | Fashion Industry                        | 4                        | -- | <b>2</b> | 6                        | 70     | 30   | 100   |
| 7       | Apparel Merchandising                   | 4                        | -- | --       | 4                        | 70     | 30   | 100   |
| 8       | Quality Management for Textiles         | 4                        | -- | --       | 4                        | 70     | 30   | 100   |

**GROUP A : ELECTIVES**

**MARKETING MANAGEMENT**

- Paper-I Contemporary Issues In Marketing
- Paper-II Buying Behavior and Brand Management
- Paper-III Marketing Strategy and Customer Relationship Management
- Paper-IV Sale Management and Advertising Management
- Paper-V Retail and Rural Marketing.

**GROUP B : ELECTIVES**

**FINANCIAL MANAGEMENT**

- Paper-I Indian Financial System
- Paper-II Financial Decision Analysis
- Paper-III Project Planning and Current Trends In Finance Working Capital Management
- Paper-IV Investment Management
- Paper-V International Finance

**GROUP C: ELECTIVES**

**HUMAN RESOURCE MANAGEMENT**

- Paper-I Human Resource Planning and Procurement
- Paper-II Human Resource Development
- Paper-III Employee Remuneration
- Paper-IV Employee Relations and Labor
- Paper-V Strategic Human Resource Management and International Perspective

**13. SCHEME OF EXAMINATION**

- The examination shall be conducted at the end of each semester
- The theory paper shall carry 70 marks
- The evaluation of the performance of the student in theory papers shall be on the basis of annual examination of 70 marks and Internal work of 30 marks.
- Question paper will be set in accordance with the entire syllabus and preferably covering each unit of syllabi.

| <b>Sr. No</b> | <b>Details</b>  | <b>Marks</b>     |
|---------------|---|------------------|
| 1             | Mini Project / Group Exercise/ Seminar                  | 10 marks         |
| 2.            | Mid Term Examination (3 hours duration)                 | 10 marks         |
| 3             | Case Study (2 Cases                                     | 10 Marks         |
|               | <b>Internal Marks</b>                                   | <b>30 marks</b>  |
|               | <b>University Theory Examination</b> (3 hours duration) | <b>70 Marks</b>  |
|               | <b>Total</b>  | <b>100 Marks</b> |
|               |   |                  |

**14. NATURE OF QUESTION PAPER AND SCHEME OF MARKING:-**

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 70 marks for each subject.
3. The nature of university examination question paper will be as follows.

**4. Q . No. 1 & Q. No. 5 are compulsory &  
5. Attempt any two Question from Q.No.2 to Q. No. 4 .**

|  |    |          |
|--|----|----------|
| Q.1 Case let                           |    | 20 marks |
|  | OR |          |
| a) Exercise example                    |    | 10 marks |
| b) Exercise example                    |    | 10 marks |
| Q.2 a)                                 | }  |          |
| b)                                     | }  | 15 marks |
| Q.3 a)                                 | }  |          |
| b)                                     | }  | 15 marks |
| Q.4 a)                                 | }  |          |
| b)                                     | }  | 15 marks |
| Q.5 Short notes ( any four out of six) |    | 20 marks |

**15. STANDARD OF PASSING :-**

As prescribed under rules & regulations for each programme.

- 1) For admission to MBA Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or at least 12 papers of sem-I and Sem-II combine.
- 2) The students who have completed first semester are allowed to continue for second semester and students who have completed 3<sup>rd</sup> semester are allowed to continue for IV Semester as per above rule.

( Unit wise weight age of marks should also be mentioned )

## 16. EQUIVALANCE IN ACCORDANCE WITH TITLES AND CONTENTS OF PAPERS

### M.B.A. Textile Equivalence

#### Semester-I

| Paper No. | Pre –Revised                            | Revised                                 |
|-----------|---|---|
| 1         | Fundamentals of Management              | Principles of Textile Management        |
| 2         | Management Accounting                   | Financial Accounting                    |
| 3         | Mathematics & Statistics for Management | Mathematics & Statistics for Management |
| 4         | Managerial Economics                    | To be given two chances                 |
| 5         | Information Technology for Management   | To be given two chances                 |
| 6         | Business Communication                  | Business Communication Skill            |
| 7         | Organizational Behavior                 | Organizational Behavior                 |
| 8         | Business Law                            | Business Law                            |

#### Semester-II

|    |  |                               |
|----|--|-------------------------------|
| 9  | Marketing Management                             | Marketing Management          |
| 10 | Financial Management                             | Financial Management          |
| 11 | Human Resource Management                        | Human Resource Management     |
| 12 | Production and Material Management               | To be given two chances       |
| 13 | Management Information Management                | Management Information System |
| 14 | Applications of Operation Research in Management | To be given two chances       |
| 15 | Applications of Research Methodology in Mgt      | Research Methodology          |
| 16 | Business Economic Environment                    | To be given two chances       |

**17. OTHER FEATURES :**

**1. INTAKE CAPACITY/ NO. OF STUDENTS : - 60**

( Wherever applicable )

**2. TEACHERS QUALIFICATIONS :-**

- As per AICTE norms/ MBA/B. Text. Plus MBA/PGDM/MMS/PGDBM required qualification for Asst. Professor & Professor.
- However required number of core faculty should be given for particular course along with paper wise and specialization wise work load allocation.
- Work load details should be as per apex body/ UGC/State Govt./University norms.
- Lecturer - 4 nos. (16 hrs/week each )
- Assistant Professor – 2 nos. (12 hrs/week each)
- Professor - 1 no. ( 08 hrs/week each)

Note : The period is of 60 minutes.

3. The board of studies should clearly mention the required books, journals and specific equipments necessary for the course.

**18. LIST ENCLOSED**

**A] Library:-**

Reference and Text books , Journals and Periodicals, Reference Books and Advanced books for Advanced studies. ( List enclosed )

**B] Specific Equipments :**

Necessary to run the Course.( TV, VCR,VCP, LCD, OHP, PC and necessary software's and operating systems etc.) ( List enclosed )

**C] Laboratory Safety Equipment :** ( List enclosed as per prospectus

**M.B.A. (TEXTILE) PART-I SEM-I  
FINANCIAL ACCOUNTING**

Objective:

To develop conceptual understanding of the fundamentals of financial accounting system.

Contents :

**Unit-1**

**THEORETICAL FRAMEWORK**

- (i) Meaning and Scope of book keeping and accountancy
- (ii) Accounting Concepts, Principles and Conventions
- (iii) Accounting Standards – concepts, objectives, benefits

**Unit-2**

**ACCOUNTING PROCESS**

Books of Accounts leading to the preparation of Trial Balance and final account of sole trader and partnership firm.

**Unit-3**

**INVENTORIES**

Meaning and importance of inventory. Basics of inventory valuation and record keeping.

Store Ledger, Bin Card, LIFO, FIFO Methods.

**Unit-4**

**DEPRECIATION ACCOUNTING**

Meaning, Methods, computation and accounting treatment of depreciation, Fixed Installment and Reducing Balance Method .

**Unit-5**

**ACCOUNTING FOR SPECIAL TRANSACTIONS**

- (a) Consignments
- (b) Joint Ventures
- (c) Bills of exchange and promissory notes.

**Unit-6**

**PREPARATION OF FINAL ACCOUNTS OF A JOINT STOCK COMPANY**

**REFERENCE BOOKS :**

- 1) Advanced Accounts – M.C. Shukla, T.S. Grewal, S.C. Gupta – S.Chand & Company Ltd. Ramnagar, New Delhi.
- 2) Cost Accounting – Jawahar Lal – Tata McGraw Hill Publi. New Delhi
- 3) Advanced Accounting-I – S.P. Jain, K.L. Narang, Kalyani Publishers, Ansari Road, Dariyaganj, New Delhi.
- 4) Theory and Problems of Management and Cost Accounting – M.Y. Khan, P.K. Jain, Tata McGraw Hill Publi. New Delhi.
- 5) Financial Accounting-S.N.Maheshweri

**M.B.A. (TEXTILE) PART-I SEM-I**  
**PRINCIPLES OF TEXTILE MANAGEMENT**

**Unit-1**

**INTRODUCTION TO MANAGEMENT**

- Meaning and Concept of Management
- Functions of Management
- Functional Area of Management
- Principles of Management
- Approaches to management

**Unit-2**

**PLANNING**

- A) Meaning, Process and types of Planning. limitations of planning
- B) Decision making-Meaning and Techniques

**Unit-3**

**ORGANIZING**

- Meaning, Steps in organizing process
- Forms of Organizing
- Types of Organization Structure

**Unit-4**

**A) LEADING**

- Meaning and Concept
- Qualities of Leader
- Leadership Styles
- Directing-meaning , purpose and elements in directing
- Communication –meaning ,types ,barriers in communication

**B) MOTIVATION**

- Concept and definition, types of motivation
- Means of Motivation, Theories of motivation(Maslow,McGregor,Herzberg and Ochi).

## **Unit-5**

### **CONTROLLING IN TEXTILE**

- Meaning, Process, types of control
- Techniques of Control

## **Unit-6**

### **MANAGEMENT IN FUTURE**

- Management Challenges and tasks. Skills needed by managers in future
- Changes In managerial functions and evolving new managerial systems

### **REFERENCE BOOKS:**

1. Management – James A. F. Stoner, P. Edward Freeman, Daniel R. Gilbert, JR,
- 2..Koontz and Weihrich - Essentials of Management
3. Stoner and Freeman : Management
4. Fred Luthans : Organisational Behaviour
5. Louis A. Allen : Management and Organisation
6. Peter Drucker- Management
7. Prasad L.M.- Principles and Practice of Management
8. Tripathi P.C. and P.H.Reddy- Principles of Management
9. K. Aswathappa- Essentials of Business Environment
10. Shrinivas & Chunawala- Management- principles and practice
11. Sherlekar & Sherlekar- Modern Business & Organisation
- 12.Terry,G.R.and Stephen Franklin,“Principles of management”
- 13.Management and Performance : A Study on the Effective Functioning of LBAES  
– Khurana Sahu .
- 14.Management Handbook for Plant Engineers – Bernard T.Lewis

**M.B.A. (TEXTILE) PART- I SEM-I**  
**MATHEMATICS & STATISTICS FOR MANAGEMENT**

LEVEL OF KNOWLEDGE – BASIC KNOWLEDGE

**Unit-1**

Functions: Meaning of functions, to find  $f(x)$  if  $x$  is known, functions used in business and economics, demand functions, supply function, cost function, revenue function, profit function, Newton's divided difference formula for unequal interval to determine the form of a function.

Limits & Derivatives: Meaning of limits, meaning of Derivatives, Working rules of derivatives, application of derivatives to business & economics – marginal cost, marginal revenue, maximization & minimization using second order derivative.

**Unit-2**

Determinants – Meaning of determinants, Evaluation of second & third order determinants, Cramers rule.

Matrices – Meaning of matrix, order of matrix, addition of subtraction & multiplication of matrices, unit matrix, transpose of matrix, equality of two matrices, adjoint of matrix, inverse of matrix, scalar multiplication of a matrix, Application of matrices in business.

**Unit-3**

Mathematics of finance-interest calculation, annuity, present value annuity, present value concept in investment.

Meaning of Central Tendency-concept of Mean, Median & Mode, problems only on Mean, Measure of Dispersion-range, mean deviation, quartile deviation Standard deviation & Variance.

#### **Unit-4**

Correlation - Definition of correlation, Types of correlation Karl Pearson's correlation coefficient & its interpretation (continuous data be omitted).

Regression: Meaning of regression, least square method, linear & non –linear regression, explained & unexplained variations.

**Note:** Use of Calculator is allowed. Examples based on Trigonometry to be avoided.

#### **REFERENCE BOOKS :**

- 1) Business mathematics with applications: S. R. Arora . & Dinesh Khatter.
- 2) Fundamentals in Statistics : S.C. Gupta
- 3) Statistics for Management: Richard I. Levin & David S. Rubin
- 4) Business Mathematics : Q. Zamiruddin & V.K. Khanna . S. k. Bhambri
- 5) Business Statistics: S.J. Gupta & Indra Gupta

### **M.B.A. (TEXTILE) PART-I SEM-I ORGANIZATIONAL BEHAVIOR**

#### **Unit-1**

#### **ORGANIZATIONAL BEHAVIOR**

- 1.1 Concept of OB, Meaning and Definition
- 1.2 Contributing Disciplines to the OB Field
- 1.3 Challenges and Opportunities for OB
- 1.4 Developing an OB Model

## **Unit-2**

### **THE INDIVIDUAL**

- 2.1 Foundations of Individual Behavior
- 2.2 Attitudes and Job Satisfaction
- 2.3 Personality and Values, Learning
- 2.4 Perception and Individual Decision Making
- 2.7 Emotions and Frustration

## **Unit-3**

### **THE GROUP**

- 3.1 Definition, Importance, Types of Group
- 3.2 Stages of Group Formation, Understanding Work Teams
- 3.3 Power and Politics
- 3.4 Conflict and Negotiation

## **Unit-4**

### **THE ORGANIZATIONAL DYNAMICS**

- 4.1 Foundations of Organization Structure
- 4.2 Organizational Culture
- 4.3 Organizational Change
- 4.4 Approaches to Managing Organizational Change
- 4.5 Contemporary Change Issues for Today's Managers.
- 4.6 Stress Management
- 4.7 Organizational Development Techniques

### **REFERENCE BOOKS :-**

- 1) Organizational Behaviour – Stephen P. Robbins, Timothy A. Judge – Prentice Hall of India Pvt. Ltd., New Delhi.
- 2) Organizational Behaviour – K.Aswhappa, Mrs.Meena Pandey – Himalaya Publishing House, Mumbai.

- 3) Organizational Behaviour – Human Behaviour at Work – J.W. Newstrom & Keith Davis - Tata McGraw Hill Publi. New Delhi
- 4) Organizational Behaviour-----Fred Luthas

**M.B.A. (TEXTILE) PART-I SEM-I**  
**MANAGEMENT INFORMATION SYSTEMS**

**Unit I**

**Scope and Objectives of MIS**

Concept of Data and Information, The role and importance of information systems, The place of information systems in the organisation, strategic role of information systems. Difference between computer literacy and information system literacy.

**Unit 2**

**INFORMATION TECHNOLOGY INFRASTRUCTURE**

- 2.1 IT Infrastructure and Emerging Technologies( ERP,SAP,BPR)
- 2.2 Foundations of Business Intelligence: Databases and Information Management.
- 2.3 Telecommunications, the Internet, and Wireless Technology
- 2.4 Securing Information Systems
- 2.5 Creating a New Internet Business

**Unit 3**

**KEY SYSTEM APPLICATIONS FOR THE DIGITAL AGE**

- 3.1 Achieving Operational Excellence and Customer Intimacy: Enterprise Applications
- 3.2 E-Commerce: Digital Markets, Digital Goods
- 3.3 Managing Knowledge
- 3.4 Enhancing Decision Making
- 3.5 Designing an Enterprise Information Portal

## Unit 4

### Building and Managing Systems

- 4.1 Building Systems
- 4.2 Project Management Establishing the Business Value of Systems and Managing Change.
- 4.3 Managing Global Systems
- 4.4 Redesigning Business Processes for Healthier Yogurt Company

### REFERENCE BOOKS :-

- 1) Management Information Systems – Managing the Digital Firm – Kenneth C.Laudon, Jane P.Laudon, Ashoke K.Ghosh – Prentice Hall of India Pvt.Ltd., M-97, Connaught Circus, New Delhi.
- 2) ERP – Plak , Carola A., Eli Scharagentheim (St.LucicPress NY)
- 3) Reengineering Corporation-Mammer, Micheal, Jamis Chambey
- 4) Business Process Reengineering – Jayaraman M.S. (TMG)
- 5) Software Engineering – Roger S. Pressman
- 6) Software Project Management – Edwin Bennatan
- 7) Software Engineering – Martin L. Shooman

**M.B.A. (TEXTILE) PART-I SEM-I  
BUSINESS COMMUNICATION SKILL**

**Unit-1**

**Communication –**

Meaning, Importance & objectives - Principles of Communication, forms of communication, Process of communication, Barriers in communication, Techniques of effective communication.

**Unit-2**

**Written Communication:**

A) Business Letters - Types , inquiries , Circulars , Quotations , Orders , Acknowledgments Executions , Complaints , Claims & adjustments , Collection letter , Banking correspondence , Agency correspondence .

B) Application Letter , Bio-data , Interview Letters, Letter of Reference , Letter of Appointments, Confirmation , Promotion, Retrenchment, Resignations ,

C) Report writing – Types of reports, Components of formal reports, Business Reports, Reports by individual, Report by committee. Meetings – Notice – Agenda , Resolution & minutes.

**Unit-3**

**Oral Communication:**

A) Listening & Speaking, Meeting speeches, & techniques of electing response, probing questions, Recording and closing, Observations, methods. Group discussions interviews

B) Non verbal Expressions: Body Languages, Gestures, Postures, Facial Expressions, Dress codes . Application of Electronics media & communications, Telecommunication, teleconferencing, FAX, E-mail.

C) Ethical Context Of Business

**Unit-4**

Soft skills- concept of soft skill – communication skill, managerial skills, negotiation, persuasion, problem solving, decision making etc., generic skills.

Reference Books:

- 1 Basic Business Communication : Robert MaArcher.
- 2 Effective Business Communication :Murhy.
- 3 Excellence in Business Communication : Thill .
- 4 Handbook of Business Correspondance by : Frailey .
- 5 Business English & communication : Cleark .
- 6 Business communication : Pradhan & Thakur .
- 7 Business communication : Balsubramanium M.
- 8 Handbook of case writing : Culliton & James

**M.B.A. (TEXTILE) PART-I SEM-I  
FIBRE TO YARN MANUFACTURING**

**Practical : 2 Hours / Week**

**Unit-1 General:-**

- Definition of fiber
- Definition of yarns (Filament, Textured yarn, Spun Staple),

**Unit-2 Classification of yarns.**

- Fiber characteristics required for spun yarn production.
- Process flow chart for conversion of staple fibres into yarns.

**Unit-3 Yarns Numbering System:-**

- Direct system, indirect system, study of Tex Denier, English, Metric, Worsted, Woolen etc. systems.
- Study of folded yarn, resultant yarn count calculations, calculations of fancy yarn.
- Introduction to conversions between different systems of yarn numbering.

**Cotton Fiber Cultivation & Ginning:-**

- Brief description of cotton cultivation, pricking, ginning, bale packing.
- Cotton varieties & their characteristics.

#### **Unit-4 Spinning Preparatory & Spinning:-**

- a) Mixing & Blow room – Objects of mixing, blowroom, opening & cleaning, .  
Machines used opening & cleaning. Chute feed system.
- b) Carding – Objects of carding, construction of carding machine,
- c) Draw frame – Concept of drafting, requirement of doubling, objectives of drawframe.
- d) Comber Preparatory – Machine sequences used for comber preparatory, objectives of comber preparatory.
- e) Speedframe – Objectives of speed frame, description of machine, delivery package, twisting system.
- f) Ring Frame – Objectives of ring frame , description of machine

New Spinning Systems :- Introduction to

- a) Compact spinning system.
- b) Rotor spinning system.
- c) Dref spinning system
- d) Air Jet spinning system.
- e) Twist less pinning system

Co-operative study of yarn characteristics between above spun yarns.

#### **REFERENCE BOOKS:**

1. Natural Fibres by Mathews.
2. Man Made Fibres by Moncrief.
3. Introduction to Textile Fibres by Dr. H.V.S. Murthy.
4. Principles of Textile Testing by J.E. Booth.
5. The technology of short staple spinning by W.Klein, The Textile Institute publication – short staple spinning series Vol. I
6. Opening, Cleaning and Picking by Dr.Zoltan S. Staloki, The Institute of Textile Technology, Virginia.

7. Cotton Ginning, Textile Progress, The Textile Institute Publication.
8. Carding and Drawing by Prof.A.R. Khare.
9. Cotton Carding by G.R. Merrill.
10. A Practical Guide to Combing & Drawing by W.Klein. The Textile Institute Publication, short staple spinning series Vol.3.
11. Draw frame, Combing and Speed frame by J.H. Black. TTI publication manual of Cotton Spinning Vol.IV part-II.
12. A practical guide to ring spinning by W.Klein , TTI publication.
13. Two-for-One Technology and Technique for Spun Yarn by Dr.H.S. Kulkarni and Dr.H.V.S. Murthy.
13. Unconventional Spinning Systems by W. Klein, TTI publication.

### **M.B.A. (TEXTILE) PART-I SEM-I**

#### **BUSINESS LAW**

##### **Unit 1:**

Administration of law & legal system in India . - Introduction to legal aspects of Business in general, Indian Contract Act (1872): a) Definition (Sec.2) b) Essential elements of a valid contract. c) Competency to enter in contracts (Sec. 11 & 12). d) Consent – Free consent, Coercion, undue influence, fraud, mis-representation, mistake (sec 13-23). e) Void Agreement(sec 24-30), f) Consequences of breach of contract (sec73-75).

##### **Unit 2.**

The Companies Act (1956) : a) Definition & characteristics of a company. b) Company distinguished from partnership. c) Kinds of Companies. d) Provisions relating to incorporation & Memorandum of Association , Articles of Association , Prospectus. e) Management & administration, f) Meetings & proceedings, g) Directors, Boards powers & restrictions thereon.,h) Prevention of oppression & mis-management., J) Winding up.

##### **Unit 3:**

Negotiable Instrument Act 1881: a) Characteristics of negotiable instrument b) Promissory Notes, Bill of Exchange & Cheque. c) Negotiation (sec 46to 60) d) Special rules of evidence.(sec118 to 122), e) Crossing of cheque & dishonour of cheque (sec138 to 142)Consumer Protection Act 1986.: a) Definitions, consumer dispute, deficiency , goods manufacturer, restrictive trade practices, service, unfair trade practices b) Central Consumer protection council, State Consumer protection council. c) Consumer Dispute Redressal Forum & provisions relating to the same. d) Drafting of consumer complaint.

#### **Unit 4 –**

Industrial Dispute Act 1947

- a) Definition of Industry, Industrial dispute (Banglore water supply v/s A. Rajjappa AIR 1978SC 548) Lay off, Lock out, retrenchment, wages & workmen.
  - b) Provisions relating to strikes & lockouts
  - c) Unfair practices on the part of the employers, trade unions of employees & workmen.
- Information Technology Act 2000 & its scope.

Reference Books:

- 1. Bare Acts- Govt. or Private publication
- 2. Indian contract Act- Mulla
- 3. Business Law- Gulshan Kapoor
- 4. Commercial Law including company & industry law- Sen and Mitra
- 5. Elements of merchantile law- N.D. Kapoor
- 6. Indian companies Act- Ramayya.

### **M.B.A.-II PART-I SEM-II**

#### **INDIAN TEXTILE INDUSTRY**

##### **UNIT 1 Structure of Indian Textile Industry**

Composite Mills and decentralized sector - Spinning - - Weaving - Knitting - Fabric Finishing

- Clothing units and their Concentration patterns - Share in the market - Cotton Textiles Synthetic Textiles - Wool Textiles - Jute Textiles - Silk Textiles area wise production and sales patterns.

##### **UNIT 2 Current position of Textile Industry in India**

Current measures for Textile Industry, Future Prospects, India's major competitors in the world, Problem faced by Textile Industry in India, , Raw material quality, fragmentation. , Effects of recession on Indian Textile Exports

### **UNIT 3 The Supply Chain (Textile and Apparel)**

Complete fibre to fabric supply chain study for textile industry - Competitiveness of Indian .Textile and Apparel industry - Challenges and opportunities for Indian Textile and Apparel industry

### **UNIT 4 Technical Textiles**

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

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Reference books:

1. Textile Industry Development and Growth: Satish Tiwari
2. Textile Industry in post MFA Area: Concepts and Cases: Keka Lahiri
3. Indian Textile Industry: Prospects and Challenges: R P Gupta
4. Indian Textile Industry Liberization and World Markets: Jayanta Bagchi
5. Decentralised sector of the Indian textile industry: R. S. Gandhi - Y. C. Mehta –

## **M.B.A. (TEXTILE) PART-I SEM-II**

### **FABRIC MANUFACTURING**

**Practical: 2 Hours / Week**

**Unit-1. Introduction** to fabric forming such on weaving , knitting and non-wovens.

Brief general discussion about processes involved in these methods

**Unit-2. Flow chart** for woven fabric

Basic terminologies like Warp, Weft, End, Pick, Selvedges

### **Unit-3 Warp Preparation –**

Object and passage of yarn through Winding machine, Functions of various

Important parts like creel, tensioner, clearer, winding drum. Features of automatic

Winding machine. Objects and passage of yarn through Beam Warping Machine.

Objects and need of Sectional Warping Machine.

Objects and need of Sizing, Functions of various important parts like creel, sow box, drying system, and head stock.

### **Unit-4.**

#### **Fabric Forming –**

i) **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

Auxiliary Motions – Objects of Weft Stop Motion, Warp protecting motion, Temple, Brake

Limitations of Shuttle Loom. Features of Automatic Loom, Principles of picking of Projectile, Rapier, Air Jet and Water Jet.

ii) **Knitting** – Comparison of Knitting with Weaving. Structure of single jersey, Rib & Interlock fabrics. Types of stitches and their functions. Structure of Warp Knitted fabric and its applications.

**Unit-5 Fabric Structure** – Introduction to interlacement of threads, methods of representation of warp weft interlacement on graph paper. Design, draft, peg plan and denting order of plain, twill and satin weaves–

ii) Fabric weight of woven fabrics Warp, Weft. Sizing Cost, Cost of Fabric.

**REFERENCE BOOKS:-**

- 1) Weaving Mechanism by FOX.
- 2) Weaving Mechanism by Chakraborty.
- 3) Weaving Mechanism by N.N. Banerjee.
- 4) Winding & Warping by Dr. M.K. Talukdar.
- 5) Fancy Weaving by K.T. Aswani.
- 6) Textile Design & Colour by Watson.
- 7) Fabric Forming by Hasmukhrai.
- 8) Fabric Forming Systems by Peter Schwatz.
- 9) Knitting by Prof. D.B. Ajgaonkar.
- 10) Weaving Calculations by Sengupta.
- 11) Woven Cloth Construction by Dorries Garner.

**M.B.A. (TEXTILE) PART-I SEM-II  
MARKETING MANAGEMENT**

**Unit-1. Marketing Concepts and Applications**

- A. Introduction to Marketing – Nature and scope of marketing, the core concepts of marketing. Company orientation towards market place.
- B. Marketing Environment – Macro and Micro Marketing environment, scanning the environment.
- c. Marketing as functional area of management – marketing organizations.
- d. Careers in Marketing.

**Unit-2. Marketing Planning**

- A. Marketing planning process.
- B. Marketing segmentation – Meaning and concept, benefits and doubts of Segmentation, Basis of segmentation, Selection of segments, Market Segmentation strategies, Targeting, Product positioning.

### **Unit-3. Marketing Mix**

Product decision and strategies, Product life cycle, new product development

Pricing: Pricing methods, objectives, price determination policies.

Promotion: The promotion mix, Advertising and Publicity – 5 M's of advertising management. Personal selling – nature, process. Sales Promotion.

Distribution: Importance of channels of distribution, Alternative channel of distribution, selecting an appropriate channel. C's of channel.

### **Unit-4. Understanding Consumer**

Determinants of consumer behaviour – Meaning and definition of consumer behaviour, importance, factors influencing consumer behaviour, consumer buying process.

Case studies should be discussed on topics given in syllabi.

Philip Kotler,' Marketing Manageme Philip Kotler,' Marketing Management (Analysis, Planning, Implementation and Control)'

William J. Stanton, 'Fundamental of Marketing'

Philip Kotler, 'Principles and Practice of Marketing'

V.S. Ramaswamy & S Namakumari, 'Marketing Management – Planning, Implementation & Control – The Indian'

Philip Kotler, Gary Armstrong, 'Principles of Marketing'

### **REFERENCE BOOKS:-**

- 1) Marketing Management – Philip Kotler, Prentice Hall of India Pvt. Ltd., New Delhi.
- 2) "Promotions & Marketing Channels" - published in Textile Industry & Trade journal Vol. 46 No.7-8 Export Number. Page No 25-29.
- 3) Sales Management – R.R.Still , E.W.Cundiff , N.A.P.Govani
- 4) Effective salesmanship – Richard T. Hise
- 5) ABC's of selling – Charles Futrell
- 6) Sales Management – Rustum Davar

**M.B.A. (TEXTILE) PART-I SEM-II**  
**FINANCIAL MANAGEMENT**

**Unit-1**

**Nature and Scope of Financial Management:**

Objectives of Financial Management, Finance Functions, Structure of finance department, Emerging role of the Finance Manager in India.

**Unit-2**

**Techniques of Financial Statement Analysis**

Comparative financial statement, Trend Analysis, Common Size Statements, Ratio Analysis : Classification of Ratios – Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios, Inter-firm analysis, utility of ratio analysis. (Preparation of statements using ratios should be avoided)

**Unit-3**

**Sources of Finance & Financing decisions:**

sources of long term & short term finance (Trade Credit, Accruals, Commercial Paper, Bank credit, Public Deposit, Inter-Corporate Deposits, private institutions, factoring.) Cost of capital, cost of different sources of finance, weighted average cost of capital, concept of optimal capital structure.

**Unit-4**

**Working capital management & Capital Budgeting:**

Nature and need of working capital, determinants of working capital, estimation of working capital, financing working capital.

Capital budgeting – Nature and significance, techniques of capital budgeting – Pay Back Method, Accounting rate of return, Net Present Value and profitability Index, IRR –

Reference Books.

1. Financial Management by Khan and Jain.
2. Financial Management by Prasanna Chandra
3. Financial Management by I M Pandey.
4. Financial Management by Bhalla.
5. Financial Management & Policy by R.M.Srivastav

**M.B.A. (TEXTILE) PART-I SEM-II**  
**RESEARCH METHODOLOGY**

**Unit-1.**

**Introduction to Research-**

Types of research \_ Research process, relevance & scope of research in management. Research Design- Features of good Design, Types of Research Design, steps in sample Design Characteristics of a good Sample Design, random samples & random sampling Design.

**Unit-2.**

**Measurement & scaling techniques-**

Meaning and Concept Errors in measurement. Test of sound measurement, scaling & Scale construction technique.

Data Collection and Measurement -

Methods of data collection – Primary data – questionnaire and interviews. Collection of secondary data.

**Unit-3.**

**Processing and analyzing data –**

Measures of central tendency, measures of dispersion, central moments, raw moments and skewness, Kurtosis. Simple and multiple regression analysis. Testing of hypothesis – Procedure for hypothesis testing. Use of statistical techniques for testing of hypothesis. Testing of samples – Sampling distribution, sampling theory determining size of sample, confidence level.

**Unit-4.**

**Interpretation of data and Report Writing-**

**REFERENCE BOOKS:**

1. Research Methodology – C.R. Kothari
2. Research Methodology – Saranwalla
3. Research Methodology in management – Dr. V.P. Michael
4. Methods of social survey research – Bajpa

## M.B.A.- PART-II SEM-II

### TEXTILE MARKETS: DOMESTIC AND INTERNATIONAL

Sessions

#### UNIT 1

##### Marketing of Textiles

Practices of marketing and sales applied to the textile industry.  
B2B - B2C - C2C marketing. Consumer behavior –Selling process and relationship marketing - visual marketing. Textile market: structure and its functionaries – Yarn Market, Fabric MarketMarket research

#### UNIT 2

##### Indian Textile Policy and New Initiatives

Government policies- Vision - Handloom sector - Power loom sector – Cluster approach and development - New Initiatives such as Industrial Investment and Promotional Policies – Special Purpose Vehicles - Historical study of salient features of Govt. Textile policies announced till date. Union Textile Policy - 2000

#### UNIT 3

##### Legal and Ethical Issues

Guidelines for legal and ethical issues in marketing of textiles.  
Impact of environmental issues  
Procedure of sales contract for fiber - yarns and fabric –  
EOU related policies. Import Export Procedures and documentation.

#### UNIT 4

##### International Regulations

Quotas - Duties - tariffs in textile industry.  
International strategic alliances-Impact of WTO -MFA laws- ATC  
Government regulations - import and export opportunities and regulations.

#### UNIT 5

##### Analysis Textile Industry

Analysis of Strength - Weakness - Opportunity and Threats: ( SWOT Analysis)  
**Force field analysis** Favorable and Unfavorable configurations - and: Negative forces - Positive forces and balancing forces with reference to Handloom - Power loom - composite mills and garment sector.

## **UNIT 6**

### **Global trade practices related with textile industry**

Overview of Textile policies of major countries like USA - CHINA - EU - South East Asia - NAFTA and their impact on Indian textile exports.

#### Reference Books

1. Textiles From India : The Global Trade - Rosemary Crill
2. Apparel And Textile Exports: Strategies For WTO Era: Pradeep Joshi
3. Economic reforms and the textile industry in India: Tirthankar Roy
4. The apparel industry in India: Ila Kantilal
5. New Silk Roads - The: East Asia and World Textile Markets: Kym Anderson

## **M.B.A. (TEXTILE) PART-II SEM-II CHEMICAL PROCESSING AND FINISHING**

**Practical: 2 Hours / Week**

### **Unit- 1: Preparatory Processes of Textile Coloration-**

#### **Objectives and Functions of**

- 1.1 Singeing and Desizing
- 1.2 Scouring
- 1.3 Bleaching

#### **Unit- 2 : Dyeing**

- 2.1 Introduction to Textile Colorations
- 2.2 Basic Concepts
- 2.3 Classification of Dyes
- 2.5 Common Terms used in Dyeing
- 2.7 Mechanism of Dyeing
- 2.8 General Theory of Dyeing

### **Unit- 3: Dyeing – Water Soluble Dyes**

- 3.1 Direct Dyes
- 3.2 Reactive Dyes
- 3.3 Acid Dyes
- 3.4 Metal Complex Dyes
- 3.5 Basic (Cationic) Dyes

### **Unit- 4: Dyeing – Water Insoluble Dyes**

- 4.1 Vat Dyes
- 4.2 Sulphur Dyes
- 4.3 Disperse Dyes

### **Unit- 5: Dyeing – Pigment Dyeing**

- 7.1 Properties of Pigments
- 7.2 Classification of Pigment Emulsion Systems
- 7.3 Application of Pigments

### **Unit- 6**

- 10.1 Basic Concepts of Printing
- 10.2 Difference between Dyeing and Printing
- 10.3 Styles of Printing

### **REFERENCE BOOKS :-**

- 1) Chemical Processing of Textiles – Preparatory Processes & Dyeing by Dr.C.V. Koushik, Antao Irwin Josico, Published Quality CBT and Course Material From NCUTE.
- 2) Chemical technology of fibrous materials by F. Sadov.
- 3) Chemical Processing of Polyester/Cellulosic blends by R.M.Mittal & S.S. Trivedi.
- 4) Chemical processing of synthetic & blends by K.V. Datye & A.A. Vaidya.
- 5) Mercerizing by J.T. Marsh.
- 6) Introduction to Textile bleaching by J.T. Marsh.

- 7) Bleaching, Dyeing & Chemical Technology of textile fibres by S.R. Trotman.
- 8) Technology of Bleaching by V.A. Shenai.
- 9) Warp Sizing by Paul V. Seydel.
- 10)Warping and Sizing by BTRA Silver Jubilee Monograph series.
- 11)Bleaching & Mercerizing by BTRA Silver Jubilee Monograph series.

## **M.B.A. (TEXTILE) PART-I SEM-II**

### **HUMAN RESOURCE MANAGEMENT**

#### **Context:**

When organization grows in size and volumes, it has to pay attention to effectively managing human capital. Management should confirm the goals of the organization – Survive, Compete, Grow etc. it has to design its human resource management strategies carefully. Or else it has to face issues like getting better quality people, utilizing them and retaining them for longer period of time.

#### **Objectives:**

1. To make student aware of the subject Human Resource Management (HRM) and create interest in it.
2. To make them understand role, scope and significance and evolution of HRM in the organization.
3. To give conceptual understanding of the various functions (outline) and practices of HRM.

#### **Contents:**

##### **Unit-1.**

Human resource management - Objectives, significance, scope and evolving approaches of HRM (Personnel & Human Resource Management by P. Subba Rao, Personnel Management by Edwin Flippo, Human Resource Management by S. Seetaraman & B. Venkateswara Prasad)

##### **Unit-2.**

Challenges of HRM – Changing Employee composition- Minority members & reservations, level of education, increasing no. of female employees, changing personal values of people, changing role of 'Citizen' employees, Challenge of Govt. regulation. (Personnel Management by Edwin Flippo)

**Unit-3.**

Functions of Human Resource Management – Procurement, Development, Compensation, Integration, Maintenance , Separation. Qualities required by HR manager. New proficiencies- knowledge of employment laws, ethics in HR, use of technology in HR (Human Resource Management - Gary Dessler)

**Unit-4.**

Human Resource manager's job – Importance of HR manager, Line & Staff aspects of HRM, Qualifications and qualities of HR manager, Career in HR (Human Resource Management by V.S.P. Rao,)

**REFERENCE BOOKS :-**

- 1) Human Resource Management (Text & Cases) by S.S. Khanka, S.Chand & Co. Ltd., New Delhi.
- 2) Sales Management – R.R.Still , E.W.Cundiff , N.A.P.Govani
- 3) Effective salesmanship – Richard T. Hise
- 4) ABC's of selling – Charles Futrell
- 5) Sales Management – Rustum Davar