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SHIVAJI UNIVERSITY, KOLHAPUR - 416 004, MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर - ४१६ ००४, महाराष्ट्र

दुरध्वनी : (ईपीएबीएक्स) २६०९००० (बी .ओ .एस .२६०९०९४) तार : युनिशिवाजी

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SU/BOS/Comm /M.B.A./Tex/4606

Date : 22-8-2012

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

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

This syllabi shall be implemented from the academic year 2012-2013, (i.e. from June 2012) onwards. A soft copy (C.D.) containing the syllabus is enclosed herewith. The same is made available on university website 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-2012 and March /April -2013. These 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



B

(2009)

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Revised syllabus For

MBA (Textile) Part-II

Syllabus

Semester -III & IV

Introduced from June 2012

(Subject to the modifications made from time to time)

MBA (Textile) Part-II
Semester -III & IV
Introduced from June 2012

Third Semester

No. of Papers - 08

Sr. No.	Name of Subject	Paper No.	Marks
1	Logistics and Supply Chain Management in Textile	XVII	100
2	Textile Policies	XVIII	100
3	Economic Environment of Textile Industry	XIX	100
4	Textile Production Management and Control	XX	100
5	Retail Management in Textile and Garment	XXI	100
6	Elective - Paper-I	XXII	100
7	Elective - Paper-II	XXIII	100
8	Elective - Paper-III	XXIV	100
	Total		800

Fourth Semester

No. of Papers – 08

Sr. No.	Name of Subject	Paper No.	Marks
1	Entrepreneurship Development and Project Management	XXV	100
2	Strategic Management	XXVI	100
3	Apparel Merchandising	XXVII	100
4	Fashion Industry	XXVIII	100
5	Quality Management for Textiles	XXIX	100
6	Elective - Paper-IV	XXX	100
7	Elective - Paper-V	XXXI	100
8	Project Report and Viva	XXXII	100
	Total		800

Electives:-

- I. Marketing Management**
- II. Financial Management**
- III. Human Resource Management**

A Student has to select any one Elective out of above three in the II year, M.B.A.

EQUIVALANCE IN ACCORDANCE WITH TITLES AND CONTENTS OF PAPERS

M.B.A. (Textile) –Part –II Equivalence

Semester-III

Paper No.	Pre –Revised	Revised
17	Corporate Planning and Strategic Management	Strategic Management
18	Business Ethics and Professional Values	To be given two chances
19	Textile Products and Processes	To be given two chances
20	Textile Marketing: Domestic and International	Textile Marketing: Domestic and International
21	Indian Textile Industry	Indian Textile Industry
22	Textile Project Planning and Management	To be given two chances
23	Finance for Textile sector	To be given two chances
24	Textile Production management and control	Textile Production management and control

M.B.A. (Textile) –Part –II Equivalence

Semester-IV

25	Entrepreneurship and Project Management	Entrepreneurship and Project Management
26	Management Control System	To be given two chances
27	Managing for Excellence	To be given two chances
28	Project Report and Viva	Project Report and Viva
29	Retail Management in Textiles and Garment	Retail Management in Textiles and Garment
30	Textile Policies and Legal Aspects	Textile Policies
31	Quality Management for Textiles	Quality Management for Textiles
32	Fashion Industry	Fashion Industry

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	Economic Environment in Textiles	4	--	--	4	70	30	100
4	Textile Production Management & Control	4	--	--	4	70	30	100
5	Retail Management in Textiles & Garment	4	--	--	4	70	30	100
6	Elective-I -Paper-I	4	--	--	4	70	30	100
7	Paper-II	4	--	--	4	70	30	100
8	Paper-III	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 and Project Management	4	--	--	4	70	30	100
2	Strategic Management	4	--	--	4	70	30	100
3	Apparel Merchandising	4	--	--	4	70	30	100
4	Fashion Industry	4	--	2	6	70	30	100
5	Quality Management for Textiles	4	--	--	4	70	30	100
6	Elective -Paper-IV	4	--	--	4	70	30	100
7	Paper-V	4	--	--	4	70	30	100
8	Project Report and Viva	4	--	--	4	50	50	100

SUPPLY CHAIN MANAGEMENT and LOGISTICS IN TEXTILE.

Objectives:

- 1) To understand importance of goods supply, chain design, planning, and operation in Textile
- 2) To know the supply chain drives used on a conceptual level during supply chain design, planning and operation to improve the performance.
- 3) To give knowledge of logistics and supply chain methodologies and to understand decision impact on the performance of the firm.

UNIT-I : Supply Chain Management (SCM)

Introduction, Concept, Objectives, Current scenario of SCM in Textile industry. Drivers and issues in value chain, Value Chain Management in Textile ,Bull Whip Effect and Causes. Supply Chain networks for apparel products. Supply Chain Decisions, Location, Production, Inventory and Transportation. Strategies and planning in SCM, Difficulties in implementation of SCM.

UNIT -II : Supply Chain Process

Meaning of supply chain process

Push and Pull View of Supply Chain Process.

Apparel Sourcing: - Domestic, Foreign Sourcing.

Resident Buying Office (RBO).

UNIT -III : Logistics Management

Introduction, Concept and objectives of Logistics management.

Logistics management in Textile Industry, Types Of Logistics:-Procurement Logistics, Production Logistics, Distribution Logistics, After Sales logistics, Disposal Logistics, Third Party Logistics, Fourth Party Logistics, Emergency Logistics. Global Apparel Value Chain - RFID (Radio Frequency Identification) – Best practices in Logistics Management.

UNIT- IV:

A. International Logistics

Foreign Selling Agents, Import Trade Fairs, Liaison Office, Foreign buying office, Import Export Logistics, Types and terms involved in inventory management , Relevant cost in Logistic Inventory.

B. Relevant Cases from Textiles and Apparel Industry.

Reference Books:

- 1). **K.Shridhra Bhat**, “Logistics and Supply Chain Management”.
- 2). **S. Chopra and Mendil**, “Supply chain management, strategy, planning and operation”, Pearson Education, Asia, 2/2004.
- 3). **B.S. Sahay**, “Supply Chain Management, for Global Competitiveness”, Macmillan India Limited, 1999.
- 4). **G. Raguram and N. Rangarajan**, “Logistics and Supply Chain Management-Cases and concept”, Macmillan.

M.B.A. (TEXTILE) PART-II (SEM-III)**PAPER.NO.-XVIII****TEXTILES POLICIES**

- Objectives:** 1) To know the government textile policies in India.
- 2) To study the rules and regulations about various sectors of Indian Textile Industry.

Unit I: Introduction to Textile Industry in India

Pre and post Independence Scenario of textile industry in India. Handloom, Power loom and Mill Sectors , Jute sector, Silk and Sericulture sector, Woolen Sector, Garment Sector , Incentives for growth of these Sectors.

Khadi and Village Industries Commission (KVIC) related to textile.

Unit II: Textile Policies

Integrated Textile Policy :-Textile Policies of 1978, 1981 and 1985.

Review of Textile Policy by Abid Hussain Committee ,Garment Policy 1994-96.

Indian Textile Policy, 2000 and its Salient features, Multi-Fiber Policy.

Unit III: Textile Related Enactments and Regulation

Handloom Legislation and Rules, The Essential Commodities Act .1955, Essential Commodities Act, 1995, The Control Orders:- Textile Control Orders, Cotton Textiles .Control Orders, Woolen Textiles, Staple Fiber Order. The Textile Committee Act 1963, Cotton Ginning and Pressing Factories Act 1925, Cotton Monopoly Act.

Unit IV: Recent Trends in Textile

Organizations under Ministry of Textiles and their role. Recent textile schemes like TUFs (Technology Up gradation Fund Scheme), STIP (State Textile Integrated Parks) and SPVs (Special Purpose Vehicles). Eco-Friendly Textiles. Sustainability in Textiles. Effluent Treatment Plants (ETP) and other pollution norms. Industrial Sickness.

Reference Books :-

- 1) **Somasekhar B.V. & Dr. Rajmogili A.**, “Textiles – Law & Policy”, PMR Publications (P) Ltd., Secunderabad.
- 2) **R.P. Poddar, R.L.N. Vijaynagar** UNCTADS, UNIDOS, ILOS & GATIS : Prospects for Exports of Indian Textiles During Eighties– Press and P.R. Services, 15, Abubekar Mansion, S.B.S. Road, Mumbai.
- 3) **The Textile Association (India) Ahmedabad Unit**, 1993. Indian Textiles : Achieving Excellence for Going Global – Papers of 48th All Indian Textile Conference, 4th & 5th April 1993, Dinesh Hall, Ashram Road, Ahmedabad
- 4) **Compendium of Textile Statistics 1998** (With a Review) – Office of the Textile Commissioner Govt. of India – Ministry of Textiles, New CGO Building, 48 New Marine Lines, Mumbai.
- 5) **Compendium of Textile Statistics 1999** (With a Review) – Office of the Textile Commissioner Govt. of India – Ministry of Textiles, New CGO Building, 48 New Marine Lines, Mumbai.
- 6) **Compendium of Textile Statistics 1997** (With a Review) – Office of the Textile Commissioner Govt. of India – Ministry of Textiles, New CGO Building, 48 New Marine Lines, Mumbai.
- 7) **Compendium of Textile Statistics 1995** (With a Review) – Office of the Textile Commissioner Govt. of India – Ministry of Textiles, New CGO Building, 48 New Marine Lines, Mumbai.
- 8) **Compendium of Textile Statistics 2000 Vol. II** (International Data on Textiles) – Office of the Textile Commissioner Govt. of India – Ministry of Textiles, New CGO Building, 48 New Marine Lines, Mumbai.

M.B.A. (TEXTILE) PART-II (SEM-III)
PAPER.NO.-XIX
ECONOMIC ENVIRONMENT OF TEXTILE INDUSTRY

Objective: To familiarize with the impact of economic environmental factors on Textile Industry.

Unit-I: Business Environment

Business:-

- A) Meaning and Scope of Business.
- B) Environment-Meaning and Scope.
- C) Economic Environment-Meaning, Nature, Factors influencing Economic Environment.

Unit- II : Textile Environment

Pre and Post Independence Scenario, Effect of Prosperity and recession on Textile.

Economic Scenario of Indian Textile Industry. Global Competitiveness and India's position in Textile .Market Diversification in Textile Industry in India.

Unit- III : Global Economic Scenario in Textile:-

Introduction Economic Overview of World Textile Industry. Global Technological Environment in Textile. Mergers and Acquisitions in Textile.

Unit- IV: MNCs in Textiles

Meaning of MNCs (Multinational Corporations), Features of MNCs, Classification of MNCs, Role of MNCs in developing countries, Textile Machinery Manufactures and Garment Companies .

Two Case Studies.

Reference Books:-

- 1) **K. Aswathappa**, "Essentials of Business Environment", Himalaya Publishing House.
- 2) **'Agenda of Maharashtra Textile Industry'** - Published in editorial vol. 'An Agenda of Economic Reforms for the States in India', Published by Serials Publications, 4830/24, Prahlad Street, Ansari Road, Darya Ganj, New Delhi-110 002.
- 3) **'Technical Progress & Structural Changes in Textile Industry'** - Published in 'The Indian Textile Journal', in May-2008 Vol. CXVIII No.8, Page No. 23-30.

- 4) **A.N. Agrawal**, Wishwa Prakashan – 26th Edition 2000 Indian Economy – Problems of Development and Planning A Division of New Age International (P) Ltd. Publishers, New Delhi.
- 5) **P.L. Mehta**, “Managerial Economics” Sultan Chand and Sons, Educational Publishers, New Delhi – 110002.
- 6) **Ruddar Datt, K.P.M. Sundharam**, “Indian Economy – 57th Revised Two Colour Edition” S.Chand & Company Ltd. 7361, Ramnagar, New Delhi – 110055.

M.B.A. (Textile) - PART-II (SEM-III)

PAPER.NO. - XX

TEXTILE PRODUCTION MANAGEMENT AND CONTROL

Objective -1) To know the textile production management and control.

2) To understand the processes involved in spinning, weaving and garment.

UNIT I : Procurement of Material

Introduction:-

Role of Purchasing and Materials management in Textile Industry. Purchasing procedure, Purchase planning for Fabric & Apparels. Sources of Supply of textile material. Make or buy decision for Fabric and Apparels Vendor Analysis, Evaluating Supplier's Efficiency. Purchase Price Determination of textile material while purchasing . Negotiating for Purchasing and sub contracting, Evaluation of purchase performance.

UNIT II : Textile Production Process

Textile Production Process (Spinning, Weaving, Processing).Manufacturing Schedule of Spinning, Weaving, Chemical Processing and Garmenting of textiles. Ware housing and store keeping

(Inquiry, Requisition, Indent, Quotation, Comparative Statement)

UNIT III: Production Planning and Control (PPC)

Meaning, Objectives and Importance of PPC, Capacity Planning for Spinning, Weaving and Garmenting. Master Production Schedule, Production Rates and Calculations, Machine Requirement Calculations, Essentials and desirable facilities for manufacturing of Textiles. Safety and Maintenance- (Preventive and Breakdown)

UNIT IV: Inventory Control

Meaning, Objectives and Importance of Inventory Control, Control of Raw Material, WIP, Finished Goods, Spares and Stores. Methods of Inventory Control. LIFO, FIFO, ABC Analysis. Two Case Studies in Textile Production Management and Control.

Reference Books:

- 1) **Ansari .A. and Modarress.B.**, “JIT Purchasing”, Free press.
- 2) **Baily P.**, “Purchasing Principles and Management”, Pitman.
- 3) **Burt, David.N., Englewood Cliffs** “Proactive Procurement”, New Jersey, PHI.
- 4) **Dobler,D.W.** “Purchasing and Materials Management”, New York, McGraw-Hill.
- 5) **Farrington Band Waters, Derek.W.** “Managing Purchasing”, London, Chapman and Hall.
- 6) **Dutta, A.K.** “Integrated Material Management”, New Delhi, PHI.
- 7) **Gopalakrishnan P. and Sundershan.M.** “Handbook of Materials Management”, New Delhi, PHI.

M.B.A.(Textile) PART-II (SEM-III)

PAPER.NO. - XXI

RETAIL MANAGEMENT IN TEXTILE AND GARMENT

Objectives: 1) To study the retailing in Textile and Garment.
2) To inculcate the knowledge useful for retail decision making.

UNIT I: Retail Management

Meaning and nature of Retail Management, Evolution of Retail industry in India, Role of retailing, Trends in Retailing, Emergence of organizational retailing, Classification of Retail Industry, Different retail formats, Careers in Retailing.

UNIT II : Retail Marketing

Meaning of Retail Marketing, Selection of Retail Location, Role of families and women in retailing, Impact of Changing household income, Changing Indian Consumer. Product Concept, Product Classification in Retailing. Types of Consumer Products, Product line and Product Mix. Retail market segmentation, Targeting and Positioning, E-Retailing.

UNIT III: Retailing Concepts

Brand Management, Product V/s Brand, Stocks and Sales relationship, Average Inventory and Planning, Markdowns, Markups, Gross Margin, Cash Discount, Terms of Sales, and Stock Shortage.

Design Centre, Fashion Weeks, Haut Couture, Buying Centre, Market Weeks, Mart. Buying Plans, Assortment Plans, Stock Keeping Units, Vendor Managed Inventory, Stock Turnover, Stock to sell ratio, Open to buy.

Purchase order, Advance order, Recorders, Back orders, Open orders, Special orders, Blanket orders, Approval Buying.

UNIT- IV: Organization of Textile Retail

Organizational Structure of textile retail. Functions and process flow of Retail in Textile, Major Departments and Responsibilities, Challenges, Opportunities, Growth . Retail in Textile .FDI In Indian Retail and its Importance. Strategies of International Retailers in India . Mall management- Meaning, Types of retail formats.Factors influencing Malls Establishments.Indian Scenario for mall management.

Reference Books:

- 1) **Mrs. Swapna Pradhan**, “Retailing Management” 2nd edition, 2007 & 2008, TMH.
- 2) **James R. Ogden & Denise T. Ogden**, “Integrated Retail Management” 2007, Biztantra.
- 3) **Levy & Weitz**, “Retail Management” TMH 5th Edition 2002.
- 4) **Chetan Bajaj**, “Retail Management”, Oxford Publication.
- 5) **Uniyal & Sinha**, “Retail Management”, Oxford Publications.

M.B.A.(Textile) PART-II (SEM-III) Paper - XXII Elective I - Marketing Management

Paper I - CONTEMPORARY ISSUES IN MARKETING

Objectives 1) To study the contemporary issues in Marketing
2) To understand the core concept of marketing.

Unit-I : International Marketing Planning: Planning, Global Marketing Environment, Global Segmentation Targeting and Positioning, Global Marketing Information System, Global Marketing Research. Foreign Exchange and Financial Decisions

Unit –II : International Marketing Mix: Product characteristics, Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market. Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives. Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry. Advertising Decisions in International Marketing. International Product Life Cycle.

Unit –III : Marketing Mix in Service Marketing

The seven P's – Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical

Evidence and Process. Marketing of insurance, banking, tourism, hotel, transport and consultancy. Customer Relationship Management. Key concepts in relationship marketing: concepts, Planning for relationship marketing, Customer lifetime value.

Unit –IV : Marketing Information System

Definition, purpose, scope, procedure, components of MIS.

Marketing Research: applications of marketing research, research process, research design, research tools, research analysis – factor, cluster, conjoint, product research, packaging research, pricing research, promotion research, customer satisfaction research, sales and distribution research, brand research, advertising research. Rural marketing research.

Case studies should be discussed on topics given in syllabi.

References Books :

- 1) **Philip Cateora**, “International Marketing”.
- 2) **Francis Cherunilam**, “International Marketing”.
- 3) **Christopher Lovelock**, ‘Services Marketing’.
- 4) **Zeithaml, Bitner, Gremler and Pandit**, ‘Services Marketing’.
- 5) **Helen Woodruff**, ‘Services Marketing’.
- 6) **Zha S.M.**, ‘ Services Marketing’.
- 7) **Pati Debashis**, ‘Marketing Research’ Universities Press (India) Pvt Ltd., Hyderabad., 2002.
- 8) **Beri, G.C**, ‘Marketing Research’, Tata McGraw Hill Publishing Company, Ltd., 2000.
- 9) **Cooper Schindler**, ‘Marketing Research, Concept & Cases’.
- 10) **Paul Green, Donald Tull, Gerald Albaugh**, ‘Research for Marketing Decisions’.
- 11) **Nargundkar**, ‘Marketing Research’
- 12) **Donald S.Tull, Del I.Hawkins**, ‘Marketing Research – Measurement & Methods’.
- 13) **Aakar, Kumar, Day**, ‘Marketing Research’.
- 14) **Majumadar R.**, ‘ Marketing Research - Text Applications and Case Studies”, Wiley Eastern Ltd.,1991.

M.B.A.(Textile) PART-II (SEM-III)
Paper – XXII
Elective II - Financial Management
PAPER I - INDIAN FINANCIAL SYSTEM

- Objectives** –1) To get knowledge of Indian financial system in respect to structure of financial markets and stock exchanges.
- 2) To study the banking system and other financial services in India.

Unit I : Structure of Indian Financial System

Pre Nineties and Post Nineties overview Organizational structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/Intermediaries; Financial Instruments. Regulatory and promotional institutions: Reserve Bank of India, Securities and Exchange Board of India, IRDA, - Objectives and functions of RBI, SEBI and IRDA
Commodities Market: Concept, Working of Commodities Market, Regulation, Advantages.

Unit-II : Financial Markets and Stock Exchange

Primary Market: Public Issue, Right Issue and Private Placement. Steps in Public Issue, Steps and Role of various agencies in public issue-Merchant Bankers, Underwriters, Brokers, Bankers to the Issue, Registrar to the Issue. Promotional agencies. Opening and Closing of Issue, Allotment / Refund, Listing of securities, Concept of Book Building

Stock Exchange : Definition, Overview of Stock Exchanges in India, Trading on NSE – Capital Market Segment and Wholesale Debt Market Segment, Trading system under Capital Market Segment, Order types, cash/margin trading, Rolling settlement. Role of Broker, Clearing House, role of depository in trading, Introduction to E-Trading, Arbitration, Money Market - Meaning, Instruments, features of the instruments.

Unit-III : Banking

Functions of Commercial Banks, Securitization, Universal Banking, Core Banking, consortium banking, NPA, NBFC- Meaning, Major functions of NBFC, RBI Guidelines. Retail banking – Current Scenario

Unit-IV: Financial Services

Venture Capital - Concept, Objectives, Development of Venture Capital in India, Venture Capital Investment process, Dis-investment Mechanism Insurance : Introduction to LIC, GIC and Private Insurance Companies, Major Insurance Products(Life & Non Life), comparative analysis. Credit Rating,- Concept, Credit Rating Agencies in India, Rating Methodology and process, Credit rating for Small & Medium Firms. Leasing: Concept, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision, Leasing vs. Higher-Purchase, SEBI guidelines.

Reference Books :

- 1) **L.M.Bhole**, “Financial Institutions and Markets”.
- 2) **Khan M.Y.**, “Indian Financial System”.
- 3) **Pathak**, “Indian Financial System”.
- 4) **Bhalla V.K.**, “Management of Financial Services”.
- 5) **Dr.G.Ramesh Babu**, “Indian Financial System”.
- 6) **Gordon, Natarajan**, “Financial markets and institutions”.
- 7) **Vasant Desai**, “Indian financial system and financial operations”
- 8) **Vasant Desai**, “Financial markets and financial services”.

**M.B.A.(Textile) PART-II (SEM-III)
Paper – XXII**

Elective- III – Human Resource Management

PAPER- I - HUMAN RESOURCE PLANNING and PROCUREMENT

Objectives: 1) To understand Human Resource Planning and Procurement of human resource for textile.

Unit-I. : Human resource Planning and Recruitment

HR demand forecasting – HR supply forecasting, determining number and types of people.
Recruitment – Policy, Sources – Internal, External & Internet Recruitment, Evaluation and control of Recruitment.

Unit-II : Job Analysis

Methods for job analysis, Job requirement (Job specification & employee specification (job specification), uses of job analysis.

Unit-III : Employee testing and selection-

Testing techniques, matching tests with job requirements – basic testing concept & types.
Selection procedure – Application form, background information and reference checks, tests, employment interview, approval by supervisor, physical examination, induction

Unit-IV: Interviewing:

Types of interviews – Unstructured, structured, behavioral, job related. Principles of interviewing – Dos and Dents, interviewing procedure – preparation, setting – physical and mental, conduct of interview. Induction and placement – meaning and objective, induction programs (steps) topics of induction program.

Reference Books :

- 1) **Gary Dessler**, “Human Resource Management”.
- 2) **Aswathappa**, “Human Resource Management”
- 3) **Edwin Flippo**, “Personnel Management”.
- 4) **P.Subba Rao**, “Personnel Management”.
- 5) **VPS Rao**, “Human Resource Management”.

M.B.A.(Textile) PART-II (SEM-III)
Paper - XXIII
Elective I - Marketing Management

Paper II - Buying Behavior and Brand Management

Objectives –

- 1) To know the buying behavior of consumer and industrial buyer for marketing of products and services in terms of various consumer behavior models.
- 2) To familiarize with the Brand and management of brand.

Unit-I : Introduction to consumer Behavior:

need for studying consumer behavior, Consumer Modeling: - The economic model – Learning model- psychoanalytic model – The sociological model- The Howard Sheth model of buying behavior – The Nicosia model- The Engel –Kollat-Blackwell Model.

Unit-II : Individual Relational importance:

Consumer behavior and Perception, Learning, Personality, Attitude, Motivation. Social class and group : Definition and meaning of social stratification –factors responsible for social stratification –characteristic features of social classes-Social influence on consumer behavior.

Definition and Meaning of Group- Reasons For formation of group –Types of Groups relevant to consumer behavior – Family life cycle- Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group.

Unit-III: Industrial buying behavior: process, factors influencing industrial buying behaviour, marketing mix for industrial buying behavior.

Unit-IV: Brand management: Brand name and trademark, branding Decisions, advantages and Disadvantages of branding, brand equity, brand image, brand personality, brand identity system, brand strategies, brand extension.

Case studies should be discussed on topics given in syllabi.

Reference Books :

- 1) **Leon Schiffman, Leslie Lazar Kanuk**, 'Consumer Behavior'.
- 2) **Louden**, 'Consumer behaviour'.
- 3) **Hill, Alexander, Cross**, 'Industrial Marketing'.
- 4) **Reeder, Brierty, Reeder**, 'Industrial Marketing – Analysis, Planning and Control'.
- 5) **Moorthi, YLR**, 'Brand Management The Indian Experience', Vikas Publishing, House Pvt, Ltd.,1999.
- 6) **Keller, Kevin Lane**, 'Strategic Brand Management Building, Measuring, and Managing Brand Equity', Prentice Hal, 1998.
- 7) **Moorthy, Y.L.R.**, 'Brand Management The Indian Contex', Vikas Publishing House Pvt, Ltd., 2003.
- 8) **Mathur, U.C.**, 'Brand Management', Macmillan India Ltd., Delhi., 2006.
- 9) **Kapferer, Jean-Noel**, Strategic Brand Management: Kogan Page Ltd., 1997.

**M.B.A.(Textile) PART-II (SEM-III)
Paper - XXIII**

Elective II - Financial Management

Paper – II - FINANCIAL DECISION ANALYSIS

Objectives –

- 1) To understand the basics of capital structure and decisions regarding capital structure, dividend and working capital management.
- 2) To study the Issues regarding Mergers and Acquisitions decisions for restructuring of sick units.

Unit-I : Capital Structure Decision and Dividend Decision:

Financial leverage, Operating leverages, Indifference points. Approaches to appropriate Capital structure- EBIT-EPS Analysis, Guidelines for capital structure planning, Capital structure policies in practice. Dividend Decision: Determinants of Dividend Policy, Dividend policy in practice. Bonus Shares- regulation, reasons, deciding bonus ratio. bonus shares and stock splits.

Unit-II : Management of Working Capital Components:

Inventory Management- Concept, Benefits and costs of holding inventories, Inventory Control Techniques- ABC Analysis, EOQ, various levels, Safety stock. Cash Management- Motives of holding cash, Factors determining the cash balance, Managing the Cash Flow, Cash Budget, Reports for Control, Cash Collection and Disbursement, Options for investing surplus funds, and strategies for managing surplus funds, Cash Management models - The Baumol Model, The Miller-Orr Model.

Receivables Management - Concept, Costs - Collection Cost, Capital Cost, Delinquency cost, Default Cost. Benefits of Management of Receivables, Credit Policies- Evaluating the Debtor; Credit Analysis and Decision, Credit Terms and Collection Policies. Control of Account Receivables, Heuristic Approach.

Unit-III : Merger and Acquisition and Restructuring:

Reasons for merger, Mechanics of Merger, Cost Benefits of Merger, Terms of Merger, Takeovers, Joint ventures, Managing and acquisition, Portfolio Restructuring, Financial Restructuring, Organizational Restructuring.

Unit-IV Financial Management in Sick Units

Definition of Sickness, Causes of Sickness, Symptoms of sickness, Prediction of Sickness, Revival of a Sick Units.

Problems should be covered on following topics only.

- a) Capital structure Decisions
- b) Management of Working Capital Components
- c) Merger and Takeover

Reference Books:-

- 1) **Dr. Prasanna Chandra**, “Financial Management”, Fifth Edition.
- 2) **Van Horne, James C.**, “Financial Management”.
- 3) **Bhalla V.K.**, “Financial Management and Policy”.
- 4) **Khan and Jain**, “Financial Management”.
- 5) **I.M.Pandey**, “Financial Management”.
- 6. **R.P.Rustagi**, “Principles of Financial Management”.
- 7) **V.K.Bhalla**, “Working Capital Management”.
- 8) **Scherr F.C.**, “Working Capital Management”.
- 9) **J.J.Hampton and C.L.Wagner**, “Working Capital Management”.

M.B.A.(Textile) PART-II (SEM-III)
Paper – XXIII
Elective III – Human Resource Management

PAPER-II HUMAN RESOURCE DEVELOPMENT

Objectives – To study the various aspects of Human Resource Development.

Unit-I : Meaning and concept Training, Development and Education. Training for employees
Principles of training, procedure of training – analyzing training needs, setting objectives,
choosing appropriate training methods- on the job, vestibule schools (training centers).
apprenticeship- modern training methods, evaluating training programmes, preparation of
trainees and trainers.

Unit-II : Management Development -

- a) Individual and organizational development – management development – manager needs,
decision making skills, interpersonal skills, organization knowledge, job knowledge etc.
methods to develop managerial skills- In basket , business games, case studies, role playing,
behaviour modeling, sensitivity training, transactional analysis, structured insight
- b) Organisational development- goals, management of change – resistance to change, process of
change,(Personnel Management by Edwin Flippo, Personnel Management by P.Subba Rao,
Human Resource Management by Garry Dessler, Organisational Development – French and
Bell.)

Unit-III : Performance Management.

Concept of performance, appraisal and management, essentials of performance appraisal,
methods of performance appraisal, - traditional and modern. Designing performance appraisal
system, competency mapping.

Unit-IV: Management of Careers – nature of careers, career anchors, career mechanism-
sources, process and behaviour . Career development programme – career need assessment,
career opportunities, need opportunity alignment, designing career path.

Reference Books:

- 1) **Edwin Flippo**, “Personnel Management”.
- 2) **P.Subba Rao**, “ Personnel Management”.
- 3) **Garry Dessler**, “Human Resource Management”.
- 4) **French and Bell**, “Organisational Development”.
- 5) **Aswathappa**, “ Human Resource Management”.

PAPER - XXIV
Elective I - Marketing Management

Paper III - MARKETING STRATEGY AND CUSTOMER RELATIONSHIP MANAGEMENT.

Objectives –

- 1) To understand marketing strategy concept and strategy formulations at different product life cycle stages.
- 2) To know Customer relationship management (CRM)

Unit-I : Overview of Marketing Strategy – Concept, Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management. Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.

Unit-II : PLC stages, Marketing strategy formulation for – emerging markets, growth markets, mature, declining, fragmented markets for products (goods and services)

Unit-III :New product development and introduction strategies, Offensive and defensive competitive strategies - Build strategies - Hold strategies, consumer adoption process, market leader, follower and challenger strategies. Market niches strategies - Harvesting strategies - Divestment/deletion. Marketing share strategies.

Unit-IV: CRM concept, CRM process, measuring CRM, CRM framework, CRM in services, CRM in product management, Zero customer defection, customer loyalty, customer loyalty development strategies.

Case studies should be discussed on topics given in syllabi.

Reference Books:

- 1) **David Aaker**, ‘Strategic Marketing Management’.
- 2) **Boyd Walker, Mullins Larrech**, ‘Marketing Strategy’.
- 3) **Sheth, Parvatiyar, Shainesh**, ‘Customer relationship Management’.
- 4) **Jagdish Sheth, Atul Parvatiyar**, ‘Handbook of Relationship Marketing’.
- 5) **Curry, Jay**, “Customer Marketing Methods - How To Implement and Profit from Customer” Relationship Management: The Free Press, 2000.
- 6) **McKenzie, Ray**, ‘Relationship Based Enterprise Powering Business Success Through Customer Relationship Management’, McGraw Hill., 2001.

- 7) **Sheth, Jagdish N.**, 'Customer Relationship Management Emerging Concepts, Tools and Applications', Tata McGraw Hill Publishing Company Ltd., 2001.
- 8) **Gosney, John W.**, 'Customer Relationship Management Essentials', Prentice Hall of India Pvt. Ltd., 2001.
- 9) **Bergeron, Bryan**, 'Essential of CRM - A Guide to Customer Relationship Management', John Wiley & Sons Inc., 2002.

M.B.A.(Textile) PART-II (SEM-III)
PAPER - XXIV
Elective II - Financial Management

PAPER III- PROJECT PLANNING AND CURRENT TRENDS IN FINANCE

- Objectives** – 1) To understand the financing and management of projects
 2) To know capital budgeting for project and indirect tax procedure

Unit-I: Project Planning & Financing

Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections. Repayment schedule of term loan.

Unit-II: Financing of Village and Small Industry:

Meaning, Availability of Finance, Government Policy, Problems in Obtaining Finance

Unit-III : Capital Budgeting

Risk Analysis in Capital Budgeting- Sensitivity analysis, Scenario analysis and Decision Tree analysis. Capital rationing, Techniques of decision making under risk and uncertainty Profitability and expected values, standard deviation, value of information, Optimistic-pessimistic estimates, risk adjusted discounted rate, certainty equivalent approach, Pricing Decisions.

Unit-IV: Indirect Taxation

Concept Contemporary Provisions regarding Central Excise, Service Tax and Sales Tax (According to the relevant Acts in force in financial year) Important Concepts under the Law (Definitions), Applicability(Who has to get registered, provisions and procedure for registration), Determination of Tax Liability (Crystallization of Tax Liability, Calculation of tax Payable) , Administrative Procedure (Returns to be filed, Periodicity of return, information required in return, Assessment Procedure)

Problems should be covered on following topics only.

Level of knowledge- Working

- 1) Repayment schedule of term loan.
- 2) Capital budgeting

Reference Books:-

- 1) **Prasanna Chandra**, “Projects: Planning, Analysis, Selection, Implementation and Review”
- 2) **P.V.Kulkarni & B.G.Satyaprasad**, “Financial Management”.
- 3) **V.S. Datye**, “Indirect Taxes”.
- 4) **I.M.Pandey**, “Financial Management”.
- 5) **R.P.Rustagi**, “Principles of Financial Management”.

M.B.A.(Textile) PART-II (SEM-III) PAPER – XXIV

Elective III – Human Resource Management

PAPER –III EMPLOYEE REMUNERATION

Objectives: To study wage theories, job evaluation methods for effective HRM.

Unit I :Theories and concepts of wages- various theories of wages, objectives of good remuneration(compensation) model, factors affecting remuneration (compensation) model, external competitiveness, internal equity, pay for contribution.

Unit-II :Job Evaluation – Meaning, objectives, procedure, methods of job evaluation- non-Quantitative and Quantitative methods, point rating system, Factor comparison method, advantages and disadvantages.

Unit-III: Variable remuneration-

Individual incentive plans, group/ team incentive plans- objectives, merits and demerits. Incentive basis- merit, Seniority, Merit/ seniority. Organizational incentives- profit sharing, production sharing and employee stock ownership plan Fringe benefits- nature of supplementary compensation- principles of fringe benefits, pay for time not worked, legal benefits, discretionary benefits, retirement benefits, pension plans, other flexible benefits.

UNIT –IV : Wage legislations and pay commission, laws related to wages, bonus, PF, Gratuities superannuation, DA Pay commissions – 1st to 6th with amendments.

Reference Books:-

- 1) **Edwin Flippo, P.S. Rao**, “Personnel Management”.
- 2) **Garry Dessler, P.S.Rao**, “Human Resource Management”.
- 3) **P.S. Rao, N.N. Chatterjee**, “ Employee Remuneration”
- 4) **Garry Dessler**, “Human Resource Management”.

M.B.A.(Textile) PART-II (SEM-IV)

PAPER - XXV

ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

Objectives:-

- 1) To create an interactive learning experience that addresses the challenges, issues, and reward faced by entrepreneurs in starting and growing a venture.
- 2) To study the entrepreneurship development and project management.

Unit I : Entrepreneur

- A. Meaning, types, functions and Qualities of Entrepreneur, concept of Entrepreneur
- B. Entrepreneurship concepts, theories of entrepreneurship (Max Weber, Schumpeter ,Hegan, Peter Drucker).

Unit II: Entrepreneurship Development Process (EDP)

Meaning, Objectives and Importance, Entrepreneur v/s Entrepreneur, Entrepreneur v/s Entrepreneurship, Entrepreneur v/s Manager.

Various Institutions-

Role of Govt. in EDP. Small Industries Development Bank of India (SIDBI), Small Industries Service Institute (SISI) of India, Entrepreneurship Development Institute (EDI), Ahmadabad, National Institute for Entrepreneurship and Small Business Development (NIESBUD), MSME, Maharashtra Centre for Entrepreneurship Development (MCED),District Industry Centre(DIC).

Unit III : Project Management

Meaning, objectives of project management, How to choose a project. Market and Demand Analysis, Technical Analysis, Market Planning, Risk Analysis, Project phases, Project Ideas, project appraisal.

Feasibility study, Detailed Project Report (DPR) preparation with incomes and expenditure details. Project Implementation and Project Review.

Unit IV :Entrepreneurship In Textile Industry

- A. Promoting Entrepreneurship in Textiles, Scope in Textile Entrepreneurship, Problems in textile entrepreneurship, Govt schemes in promoting textile entrepreneurs. Overview of Incentives and Subsidies given by governments.
- B. Stories of Successful Textile Entrepreneurs - Dhirubhai Ambani, Aditya Birla, S.P. Oswal, Cotton King.

Reference Books:

- 1) **David H. Holt**, “Entrepreneurship”– New Venture Creations.
- 2) **Hisrich Peters**, “Entrepreneurship”.
- 3) **Brigitte Berger**, “The culture of Entrepreneurship”.
- 4) **K.Nagarajan**, “Project Management”.
- 5) **Prasanna Chandra**, “Projects”.
- 6) **Vasant Desai**, “Dynamics of Entrepreneurship Development”.
- 7) **Dr.P.C.Shejwalkar**, "Entrepreneurship Development”.
- 8) **Shrinivas Pandit**, “Thought Leaders”.
- 9) **Steven Brandt**, “Entrepreneurship”.
- 10) **S.N.Chary**, “Business Gurus Speak”
- 11) **Gurmit Narula**, “The Entrepreneurial Connection”.

M.B.A.(Textile) PART-II (SEM-IV) PAPER – XXVI

STRATEGIC MANAGEMENT

Objectives: -

- 1) To study the Strategic Management.
- 2) To develop the critical skills needed to plan and manage strategic activities.

Unit – I: Strategic Management.

Meaning, Strategic management process, Strategic Intent of business: vision, mission, goals and Objectives, Benefits of strategic management.

Unit – II: Strategy Formulation

Strategy formulation at business level and corporate level, Competitive Analysis, tools and techniques of strategy analysis.

Unit – III: Strategy Implementation

Strategy Implementation meaning, organizational structures and control, Corporate Governance, strategy and structures, strategic leadership, succession planning, Role of Board of Directors (BOD) and CEOs in strategic decisions.

Unit – IV: Strategy Evaluation and Control

- A. Strategic Evaluation Process, techniques of strategic Evaluation.
- B. Suggestions for Case Analysis,
 - 1. The Case Method
 - 2. Researching the Case Situation
 - 3. Financial Analysis : A Place to Begin
 - 4. Format for Case Analysis: The Strategic Audit.

Reference Books:-

- 1) **Thomas L. Wheelen, J. David Hunger**, “Strategic Management & Business Policy”.
- 2) **S.K. Bhattacharya and N. Venkatraman** “Managing Business Enterprise: Strategies, Structures and Systems”, VHP.
- 3) **Kaxmi Azhar**, “ Business Policy”, Tata McGraw Hill.
- 4) **Thompson and Strickland**, “Strategic Management” 12th edition, Tata McGraw Hill
- 5) **David Fred R**, “Strategic Management.” PHI.
- 6) **H.Igor Ansoff**, “Implementing Strategic Management”, PHI.
- 7) **Coulter Mary K**, “Strategic Management in Action”. PHI.
- 8) **S.B.Budhiraj and M.B.Athreya**, “Cases in Strategic Management”, Tata McGraw Hill.
- 9) **Macmillian**, “The Competitive Advantage of Nations”.
- 10) **R.Srinivasan**, “Strategic Management”.

Title - APPAREL MERCHANDISING

Objectives: -

- 1) To provide the students with understanding of and appreciation for the impact of global production distribution of apparel.

UNIT –I : Merchandising

Concept, apparel merchandising, levels of merchandising, Marketing Vs. Merchandising. Six rights of Merchandising and Merchandising Structure.

UNIT –II: Buyer and Merchandiser

Concept of Merchandising Function, Qualities of merchandiser , work area and job of merchandiser, Concept of Buyer, The Buyer's Job, Qualities of Fashion Buyer, Work Area of Fashion Buyer, difference between Buyer and Merchandiser.

UNIT -III: Buying Patterns-

Meaning of Buying Patterns. Central Merchandising plan-Advantages and disadvantages, Warehouse and Requisition Plan, Price agreement Plan, Use, Period and Procedure of plan, Planning and Controlling Function of buying.

UNIT -IV: Buying Cycle and Merchandising Assortments

Buying cycle: Meaning and Types of buying (Season wise Buying, Phases and Transitional, Comparative Shopping, Directional Shopping, Per Selection, Line Range Review, Final Order Placement.

Assortment :Meaning, Classification of merchandising assortments, and its Purpose. Reasons for Subdividing Merchandise.

Reference Books:-

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

M.B.A.(Textile) PART-II (SEM-IV)

PAPER - XXVIII

FASHION INDUSTRY

Objective:-To acquire knowledge and awareness of fashion and latest trends in domestic and international fashion in Textiles.

UNIT I : Basics of Fashion:

Meaning, Principles and Dynamics of fashion, Fashion Vocabulary (Fashion, Accessories Avant-Garde, Classic, Design, Draped Fad or Craze, Haute Couture, Ready to wear, Style, Tailored, Trend, Wardrobe).

UNIT II : Design and fashion Business:-

Meaning, The Design Process, Elements in Design, Classification Of fashion Apparels-Men's Wear, Women's Wear, Kid's Wear, Fashion Cycle (Body Shape, Form, Structure, Proportion, Harmony, Color Wheel, Primary, Secondary, Intermediate Colors).

Role of fashion designer, Introduction to Color and Fashion Trends, Basic Color Schemes- (monochromatic, analogous, complementary, split complementary, triad) Indian fashion culture and western fashion culture. Study and analysis of the contemporary creative movements of fashion. Design concept - Mass Market and High Fashion Cycle. Stages of Fashion Cycle.

Fashion Industry Segments, Types of Fashion and Activities in Fashion Forecasting.

UNIT -III : Fashion industry

Various Fashion Houses in India and Abroad, Famous fashion designers in India and abroad and their collections, Fashion shows and Events, Indian Fashion trends, fashion products, trade associations and fashion magazines.

UNIT IV : Visual Merchandising

Meaning and objectives, Scope of Visual Merchandising, concept of VM (Walks and Entry, Landscaping, Window Display, Interior Presentation, Signage, Themes, Props, Color and Lighting Props, Store Image, Store Exterior, Store Interior, Store Layout, Store Décor).

Merchandise Presentation, Types of Displays, Design and Visual Merchandising (Color, Line, Shape, Texture, and Light).

Reference Books:

- 1) **Doris H.Kincade**, “Merchandising of fashion products”.
- 2) **Solomon - Michael R.**, “Consumer behavior in fashion”.
- 3) **Jasbir Kaur, Colin Gale**, “Fashion and Textiles-An Overview”.
- 4) **Design Journeys Kate Fletcher**, “Sustainable Fashion And Textiles”
- 5) **Jenny Udale**, “Textiles And Fashion(Series - Basics Fashion Design)”.
- 6) **Sue Jenkyn Jones**, “Fashion Design”.
- 7) **Tabassum**, “Be Your Own Fashion Guru Based On Indian Tradition And Culture”.
- 8) **Pradip V. Mehta And Satish K. Bhardwaj**, “Managing Quality In The Apparel Industry”.

M.B.A.(Textile) PART-II (SEM-IV)**PAPER - XXIX****QUALITY MANAGEMENT FOR TEXTILES**

Objectives: To study the aspects of quality management for textile

UNIT I : Quality Management:

Introduction to quality management, Basic concepts of Total Quality Management (TQM), Principles of TQM. Leadership – Concepts, Role of Senior Management, Deming Philosophy and 14 principles, Juran’s Trilogy, Barriers to TQM Implementation.

UNIT II : Employee Involvement in TQM:

Employee Involvement – Motivation, Empowerment Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement.

Principles of Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention. Supplier Partnership – Partnering, Sourcing, Supplier Selection, Supplier Rating, Relationship Development.

UNIT III :TQM Tools and Techniques:

PDCA Cycle, Zero defects, POKA-YOKE, Quality circles. Kaizen, Performance Measures, Basic Concepts, Strategy for Performance Measure. Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits. FMEA and FMECA (Failure Mode, Effects and Criticality Analysis) Concept, Stages . Types of FMECA- Process, product, system.

UNIT IV : TQM Awards and Enterprise Applications:

- A. The Malcolm Baldrige National Quality Award (MBNQA), Sundaram Clayton - Deming Prize, TQM and ERP, TQM and SCM, TQM and CRM, TQM and BPR.
- B. Case studies in TQM in different types of industries.

Reference Books:

1. **Dale H. Besterfield**, Total Quality Management, Pearson Education Asia, 1999. (Indian reprint 2002).
2. **Oakland.J.S.** “Total Quality Management Butterworth – Heinemann Ltd., Oxford. 1989.
- 3 **James R.Evans & William M.Lidsay**, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
4. **Feigenbaum.A.V.** “Total Quality Management, McGraw-Hill, 1991.
5. **Narayana V. and Sreenivasan, N.S.** Quality Management – Concepts and Tasks.New Age International 1996.
6. **Zeiri.** “Total Quality Management for Engineers Wood Head Publishers, 1991.

M.B.A.(Textile) PART-II (SEM-IV)

PAPER –XXX

Elective- I - Marketing Management

PAPER IV - SALE MANAGEMENT AND ADVERTISING MANAGEMENT

Objectives -1) To study the sales management and advertising management and other aspects of marketing of products.

Unit I: Sales planning and Control: Introduction to Sales Management, sales management functions, sales organization, types of sales organization, Sales forecasting & policy making - Meaning – Importance – Types of forecasting, Sales related marketing policies, Controlling sales personnel, Sales quotas and sales territories, Sales control and cost analysis – The sales audit – sales analysis – marketing cost analysis.

Unit-II: Sales Promotion:

Tools of sales promotion, methods of sales promotion, sales contest, Publicity, Public relation.

Unit -III : M's of Advertising: Types of media-Print-Broadcast-Outdoor-Transit.

Advertising-Media selection-Media characteristics-Media reach-Media brief-Media planning process-When-Which-How-How much-Designing media plan-Media cost & media ability-Matching media & market-Geographical selectivity media strategy, Message design & development- what to say-Message appeals-Types of Appeals- Rationale-Emotional-Moral-Direct & indirect appeal-Message Structure positive-Negative-One sided-Two sided-How to say it symbolically- Message format-Visualization & development of ads & creativity-Process of Visualization.

Unit –IV: The layout of advertisement- Components-Background-Border-Caption-Heading-Illustration-Photography-Name plate or company logo-Price-Product-Slogan-Space-Balance-Increment formats of layout. Advertising Agency , Working of Agency Functions of Advertising Agency, Client agency Relationship, Selection of Advertising Agency

Case studies should be discussed on topics given in syllabi.

Reference Books:-

- 1) **R.R.Still , E.W.Cundiff , N.A.P.Govani**, ‘Sales Management’.
- 2) **Charles Futrell**, ‘ABC’s of selling’.
- 3) **S.A. Chunawala & K.C.Sethia**, ‘Foundations of advertising--Theory & Practice’.
- 4) **David A. Aaker & John G. Myers**, ‘Advertising Management’.
- 5) **Richard T. Hise**, ‘ Effective salesmanship’.
- 6) **Rustum Davar**, ‘ Sales Management’.
- 7) **Gerald A.Michaelson**, ‘Strategies for selling’.
- 8) **Forsyth Ptrick**, ‘ Sales Management Handbook’.
- 9) **Gini Graham and Scott**, ‘Building a Winning Sales Team’.
- 10) **Anderson, Hair and Bush**, ‘Professional Sales Management’.

M.B.A.(Textile) PART-II (SEM-IV)

PAPER – XXX

Financial Management -Paper IV

INVESTMENT MANAGEMENT

Objectives –To understand investment avenues available for financial decisions, risk and return relationship and debt funds.

Unit-I :Investment Avenues

Characteristics and Investment Management Framework Investment Concept, Investment v/s speculation, Characteristics of Investment, avenues of investment- Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates. Marketable Fixed Income Avenues- Shares, FCD,NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities. Other Avenues- Units of MF, Life Insurance, Real Estate. Investment Attributes.

Risk and Return—Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk. Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.

Unit –II: Analytical Framework for investment in Share

Fundamental Analysis- Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis. Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio. Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis- Weak, semi strong, strong market and its testing techniques. Introduction to BSE Sensitive Index and Nifty Index.

Unit-III :Debt and Mutual Fund as Avenues of Investment

Debt Instruments- Risk in Debt, Innovations in Debt Securities, Structure of Interest Rates in India, Bank Fixed Deposits, Company Fixed Deposits, Introduction to concept of Bond Valuation, Bond Yields- Current Yield, Yield to Maturity

Mutual Funds - Concept, Advantages of MF, Management of MF, Role of AMFI Types of Funds- Open-end vs Close-end Funds, Mutual Fund Types based on Nature of Investment, Investment Objective and Risk Profile. Investment in MF- Investment in Units- Subscribing the units, purchase and sale of units.

Unit-IV: Investment plans for individuals at various life cycle stages.

Direct Tax: Concept, Contemporary Provisions affecting Individuals Life cycle Stages:

- A) Young unmarried stage B) Young Married stage I) Where both partners work II) If only one of the two partners earns the family living c) Young Married with Children Stage, D) Married with Older Children Stage E) Preretirement Stage F) Retirement Stage.

Note :

1. Individuals under various tax brackets may be considered while preparing Investment plan for above categories.
2. Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2003- 2004, applicable Assessment Year will be 2004-2005.

Problems should be covered on following topics only.

- a) Risk and Return- Single security, Two or three securities
- b) Preparation of Investment plans for Individuals at a various stages of life cycle.

Reference Books:-

- 1) **Donald E. Fischer and Ronald J. Jordon**, “Security Analysis and Portfolio Management”.
- 2) **Preeti Singh**, “Investment Management”.
- 3) **V.A.Avadhani**, “Investment Management”.
- 4) **Jane Cowdell** Investment, Fifth Edition.
- 5) **Kevin**, “Portfolio Management”.
- 6) **Barua**, “Portfolio Management”.
- 7) **Prasanna Chandra**, “Financial Management- (Fifth Edition)”.
- 8) Workbook by **Association of Mutual Funds** in India
- 9) **V.K. Singhaniya**, “Direct Taxes”.

Paper IV EMPLOYEE RELATIONS AND LABOUR LAWS

Objectives 1) To know employee relations and to study labor laws.

Unit-I : Industrial relations - Origin and growth, forces affecting industrial relations, main actors-Socio- Economic-Political Ideologies and nature of IR. Causes of industrial disputes, industrial relations, machinery- measures for prevention and settlement for industrial disputes, ID Act 1947 and its amendments-statutory and non statutory measures and government machinery.

Unit –II :Ethical approach to industrial relations.-

trusteeship approach, codes in IR, role of HR in promoting ethics and fair treatment, disciplinary and grievance procedure, standing order, lay off, retrenchment.

Unit –III: Trade unions and related laws – origin and development of trade union movement in India, trade union act 1926, current trends in trade unionism-employers association in India, central trade unions in India, collective bargaining process. Health and Safety measures Factories Act , Social security laws- Workmen’s Compensation Act, ESI Act, Maternity benefit act.

Unit-IV : Integration for maintaining good industrial relations-workers participation in management- meaning, forms of participation, Quality Circle-meaning, objective, structure, benefits and problems of QC.

TQM- meaning, principles and core concepts, HRD and TQM, total Quality and HR strategies.

Reference Books:-

- 1) **Edwin Flippo**, “Personnel Management”.
- 2) **P.Subba Rao**, “ Personnel Management”.
- 3) **Garry Dessler**, “Human Resource Management”.
- 4) **French and Bell**, “Organisational Development”.
- 5) **Aswathappa**, “Human Resource Management”.
- 6) **Dale H.Besterfield**, “Total Quality Management”, Pearson Education Asia, 1999, (Indian reprint 2002).
- 7) **Oakland.J.S.**, “Total Quality Management”, Butterworth – Heinemann Ltd., Oxford. 1989.

**M.B.A.(Textile) PART-II (SEM-IV)
PAPER-XXXI**

Elective I Marketing Management

PAPER V - RETAIL AND RURAL MARKETING.

Objectives:- 1) To study retail and rural marketing
2) To know rural marketing potential and agriculture marketing mix.

Unit-I : Retail Marketing: Introduction to retail, business models in retail, and theories of retail development, retail consumer, retail marketing mix.

Unit-II : Retail Strategies, store management, retail franchising, retail supply chain management. Organized retailing formats.

Unit-III: Rural Marketing: introduction, rural market environment, infrastructure, Characteristics of rural marketing, STP for rural market, Marketing mix and strategies, organized rural retailing-ITC E-Choupal, Project Shakti, marketing of services in rural area.
Rural buying behavior.

Unit – IV: Marketing of Agricultural Inputs,
agricultural products, non farm products, Concept of co-operative Marketing – features & objectives of cooperative Marketing in agriculture – problems of farmers in co-operative Marketing.
Case studies should be discussed on topics given in syllabi.

Reference Books:-

- 1) **A Sivakumar**, ‘Retail Marketing’ Excel Books, New Delhi.
- 2) **M A Shewan**, ‘Retail Management’ Sonali Publications, New Delhi.
- 3) **Suja Nair** , ‘Retail Management’ Himalaya Publishing House, Mumbai.
- 4) **S L Gupta** , ‘Retail Management’ Wisdom Publications, Delhi.
- 5) **Swapna Pradhan**, ‘Retailing Management’ Tata McGraw-Hill Publishing Company Limited, New Delhi.
- 6) **David Gilbert**, ‘Retail Marketing Management’ Pearson Education (Singapore) Pvt. Ltd. Delhi.
- 7) **Rajgopal**, ‘Rural Marketing’, Rawat Publications, Jaipur and New Delhi.
- 8) **T P Gopalaswamy**, ‘Rural Marketing’, Vikas Publishing House, New Delhi.
- 9) **Bir Singh**, ‘Rural Marketing’, Anmol Publications Pvt. Ltd., New Delhi.
- 10) **S B Verma**, ‘Rural Management’, Deep & Deep Publications Pvt. Ltd., New Delhi.

- 11) **C S G Krishnamacharyulu, Lalitha Ramakrishnan**, 'Rural Marketing', Pearson Education(Singapore) Pvt. Ltd., Delhi.
- 12) **A K Singh, Satyaprakash Pandey**, 'Rural Marketing', New Age International (P)Limited Pub.,New Delhi..
- 13) **R V Badi, N V Badi**, 'Rural Marketing', Himalaya Publishing House, Mumbai.
- 14) **Pradeep Kashyap Siddhartha Raut** , 'Rural Marketing', Biztantra, New Delhi.
- 15) **Shamim Ahmad**, 'Rural Marketing In India ', Ashish Publishing House, New Delhi.
- 16) **K S Habeeb-Ur-Rahman**, 'Rural Marketing In India', Himalaya Publishing House Mumbai.
- 17) **Ramkishen Y.**, 'Rural & Agricultural Marketing', Jaico Publishing House Mumbai.

M.B.A.(Textile) PART-II (SEM-IV)

PAPER-XXXI

Elective II FINANCIAL MANAGEMENT -PAPER V

INTERNATIONAL FINANCE

Objective- To understand international finance, international business environment.

Unit-I : International Business Environment

Nature and characteristics of International Business, Globalisation and India's financial sector reforms. Scope of International Finance, Importance of International Finance.

World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market. Introduction to NASDAC.

Unit –II: Foreign Exchange

Market Components, Exchange rate Mechanism and Risks

Associated Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate.Exchange Rate Mechanism- Exchange rate quotations, Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behavior– Purchasing Power Parity, Interest Rate Parity Risks in International Operations : Exchange rate risk, Interest rate risk and Political risk. Techniques of covering risks- Internal and External.

Unit-III: Exchange Control Regulations

Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers' Association of India – Convertibility, Export Import Financing Mechanism – Buyers' Credit – Suppliers' Credit

–Financing in foreign currency for exports and rupee finance Non resident Accounts: Repatriable and Non- Repatriable, Significance for the Economy and B

Unit-IV: Financial Management of the Multinational Firm

Foreign Direct Investment – Cost of Capital and Capital Structure of a Multinational Firm – Multinational Capital Budgeting – Multinational Cash Management – Country Risk Analysis – International Taxation – Double Taxation Avoidance Agreements.

Problems should be covered on following topics only.

- a) Exchange Rate quotations and arbitrage
- b) Determination of exchange rate in spot market and forward market.
- c) Techniques of covering risks
- d) Multinational Capital Budgeting

Reference Books :-

- 1) **Cheol Eun & Burce Resnick**, ‘ International Financial Management
- 2) **Alastair Watson, Paul Cowdell**, ‘ Finance of International Trade’.
- 3) **A.V.Rajwade**, ‘International Finance’.
- 4) **P.G.Apte**, International Finance’.
- 5) **Nabhi**, ‘Exchange Control Regulations’.
- 6) **V.A.Avadhani**, ‘Global Business Finance’.
- 7) **P.K Jain**, ‘International Financial Management’
- 8) **Madhu Vij**, ‘International financial management’.
- 9) **V.A.Avdhani**, ‘International Financial Management’.

M.B.A.(Textile) PART-II (SEM-IV)

PAPER-XXXI

Elective III - HR Management

PAPER-V STRATEGIC HUMAN RESOURCE MANAGEMENT AND INTERNATIONAL PERSPECTIVE

Objectives:

1. To Understand HR system that will help to achieve strategic goals of a company.
2. To Know the strategic management process and role of HR in the strategic management process.

Unit-I : Strategic HRM – meaning, significance of strategic HRM, difference between traditional HRM & strategic HRM, 5- P model of strategic HRM, Outcome of strategic HRM.

Unit-II: Changing Environment of HRM- Globalization, Technological development, Nature of work, Exporting jobs, Workforce Demographics.

Unit-III :Strategic Management Process – Environment Scanning, Strategy formulation, strategy implementation, Evaluation and control, Role HR – translating strategy into HR policy and practice HRP & Strategic HRP, types of strategic HRP, strategic issues in recruitment, selection training and employee separation.

Unit-IV: International HRM – Difference between Global & Domestic HRM, Strategic Global HR Purpose, selection, orientation, ethnocentric, polycentric, geocentric, Repatriation, career and personal problems.

Reference Books :-

- 1) **V.S.P. Rao**, ‘Human Resource Management’.
- 2) **Jeffrey A. Mello**, ‘Strategic Human Resource Management’.
- 3) **Gary Dessler**, ‘Human Resource Management’.
- 4) **Aswathappa**, ‘Human Resource Management’.
- 5) **Jeffrey A. Mello**, ‘Strategic Human Resource Management’.

M.B.A.(Textile) PART-II (SEM-IV)

PAPER – XXXII

PROJECT REPORT AND VIVA

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

A viva-voce examination will be conducted before the Semester IV examination. A viva-voce committee will be appointed by the university. A committee will consist of 4 members. Every district will have a separate committee for viva-voce.

Guidelines for the project report.

Declaration from the student that the research work is not copied from any other existing reports.
Certificate of the guide.- Guide should certify that the research work is original and completed satisfactorily under his guidance.

The Chapter scheme for the project report will be as follows-.

CHAPTER NO-I – Introduction to the study.

1.1 Introduction

1.2 Objectives and importance of the study

1.3 Scope and limitations of study

1.4 Research Methodology

CHAPTER NO.2 – Introduction to the organization

2.1 Introduction to the industry

2.2 Brief History of organization

2.3 Subsidiaries, Associates of the company

2.4 Departments / Manufacturing process

2.5 Important statistical information

2.6 Future prospect

2.7 Organization Structure

CHAPTER – III - THEORETICAL BACKGROUND

Basic concepts

Necessary theoretical inputs may be added to support the research work.

CHAPTER –IV – DATA ANALYSIS AND INTERPRETATION

Data should be analysed with help of various tools studied in the Subject “Application of Research Methods in Management”.

CHAPTER-V - FINDINGS / OBSERVATIONS

CHAPTER VI- SUGGESTIONS / CONCLUSION

Appendix

Bibliography

The above guidelines are not the prescription on writing the project report but can be used as a milestones while writing the Project Report. The guide has the every discretion to change the chapter scheme as per the requirement

Note : 1) There should be proper linkage between objectives, data analysis and interpretation, findings and suggestions.

2) Student **should not use logos and name of company** on the project report pages. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.

3) Use of **colours** in text matter should be **avoided**.
