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SHIVAJI UNIVERSITY, KOLHAPUR-416 004.

MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर - ४१६ ००४.

दुरध्वनी : (ईपीएबीएक्स) २६०९००० BOS. २६०९०९४

फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३. e-mail : bos@unishivaji.ac.in

जा.क्र./शि.वि./अ.मं./कॉमर्स /6130

दिनांक:-25.08.2014

प्रति,

संचालक, एम.बी.ए. अधिविभाग, शिवाजी विद्यापीठ, कोल्हापूर	प्राचार्य, सर्व संलग्नित एम.बी.ए.महाविद्यालये/इन्स्टिटयुट, शिवाजी विद्यापीठ, कोल्हापूर
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विषय:- एम.बी.ए.भाग-2 स्ट्रक्चर 80:20 पॅटर्न व अभ्यासक्रमाबाबत.

संदर्भ:-इकडील कार्यालयाचे जा.क्र. SU/BOS/Com/M.B.A./5811

दि.13.08.2014 रोजीचे पत्र.

महोदय/महोदया,

उपरोक्त विषयसंदर्भात आपणांस आदेशान्वये कळविणेत येते की, दि.13.08.2014 रोजीच्या पत्रान्वये शैक्षणिक वर्ष 2014.15 पासून सुधारित करणेत आलेला एम.बी.ए.भाग- 2 चे स्ट्रक्चर व अभ्यासक्रम सी.डी. पाठविणेत आली होती ती रद्द करून सुधारित एम.बी.ए.भाग- 2 चे स्ट्रक्चर 80/20 पॅटर्न नुसार व अभ्यासक्रमाची सी.डी.जोडलेली आहे. तसेच उपरोक्त अभ्यासक्रम विद्यापीठाच्या www.unishivaji.ac.in या संकेतस्थळावर उपलब्ध करणेत आलेले आहे.

तेव्हा उपरोक्त बाब सर्व संबंधित विद्यार्थी व शिक्षक यांच्या निदर्शनास आणावी.

कळावे,

आपला विश्वासू,

Sd/-

उपकुलसचिव

सोबत :- वरीलप्रमाणे

प्रत:-

1.अधिष्ठाता, वाणिज्य विद्याशाखा

2.अध्यक्ष, व्यवसाय व्यवस्थापन अभ्यास मंडळ

3.इतर परीक्षा विभाग-1

4.परीक्षक नियुक्ती विभाग

5.संलग्नता विभाग

6.संगणक विभाग

यांना माहितीसाठी

यांना माहितीसाठी व पुढील आवश्यक त्या कार्यवाहीसाठी

SHIVAJI UNIVERSITY, KOLHAPUR



B

(2009)

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Faculty of Commerce
Revised Syllabus For

Master of Business Administration (MBA)

Part – II (Sem- III to IV)

(Subject to the modifications that will be made from time to time)
Syllabus to be implemented from June 2014 onwards.

**Revised Syllabus of
Master of Business Administration (M.B.A.)
(Choice Based Credit System)
To be implemented from the academic year 2014-2015
(Introduced from June 2014 and Onwards)**

1. Introduction:

Considering the current requirement and present scenario of globalization and emerging trends in the Information Technology Industry, there is need to make student aware and synchronize with the skills required in the industry. It is necessary to make changes in present curriculum of MBA.

2. Objectives of the course:

The main objective of this course is to prepare the executives and managers for top level and middle level management in public cooperative and private sector organizations. The emphasis will therefore, be on developing a proper role perception of managerial level personnel in the Indian context by exposing them to a wide range of relevant areas, sufficiently in depth so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

3. Schedule of Teaching and Examination:

This is a full time master degree programme. The curriculum of this course is two years divided into four semesters. The teaching for Semester I and III is conducted from 1st August to 15th November (for 14 weeks) and teaching for Semester II, and IV is conducted from 1st January to 15th April (for 14 weeks). There will be an end of semester University examination in December and May for all the semesters. In addition there will be internal examinations for each paper conducted by the respective Institute.

4. Eligibility for Admission:

In order to secure admission to first year of two-year full time MBA course, the candidate should fulfill the following eligibility criteria:

- Passed with minimum of 50 % marks in aggregate (45% in case of candidates of backward class categories belonging to Maharashtra State only) in any Bachelor's degree of minimum of three years duration in any discipline recognized by the Association of Indian Universities
- Candidate should appear for the Common Entrance Test (C-MAT), GD and PI conducted by the competent Authority of Maharashtra State for the MBA Admission.

5. Intake of the Course: As per AICTE approval

6. Structure of MBA Course: 80:20 with CBCS

w.e.f. Academic Year 2014-15 and onwards.

MBA. Part-II Semester-III.

MBA. Part-II Semester-IV

Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam	Total Marks	Paper No.	Subject	Weekly Theory	Internal Marks	Uni. Exam Marks	Total Marks
17	Corporate Planning & Strategic Management	4	20	80	100	25	Entrepreneurship Development	4	20	80	100
18	Business Ethics	4	20	80	100	26	Management Control System	4	20	80	100
19	Elective I- Paper-I	4	20	80	100	27	Global Quality System	4	20	80	100
20	Elective-I Paper-II	4	20	80	100	28	Project Report & Viva-Voce	4	20	80	100
21	Elective-I Paper-III	4	20	80	100	29	Elective I- Paper-IV	4	20	80	100
22	Elective-II Paper-I	4	20	80	100	30	Elective-I Paper-V	4	20	80	100
23	Elective-II Paper-II	4	20	80	100	31	Elective II- Paper-IV	4	20	80	100
24	Elective-II Paper-III	4	20	80	100	32	Elective-II Paper-V	4	20	80	100
	Total	32	160	640	800		Total	32	160	640	800

One theory lecture duration is 60 minutes.

Electives (Any TWO)-

1. Marketing Management
2. Human Resource Management
3. Financial Management
4. Production Management
5. IT & System Management
6. Agricultural Business Management
7. Textile Management

Sr.	Paper	<u>Elective I</u> Marketing Management	<u>Elective II</u> Human Resource Management	<u>Elective III</u> Financial Management	<u>Elective IV</u> Production Management	<u>Elective V</u> IT & System Management	<u>Elective VI</u> Agriculture & Business Mgt.	<u>Elective VII</u> Textile Management
1	Semester III Paper I	Contemporary Issues in Marketing	Human Resource Planning And Procurement.	Indian Financial System	Operations Management Strategies	Strategic Information System Management	Agri- Business Management	Fiber to Yarn Manufacturing
2	Semester III Paper II	Buying Behavior and Brand Management	Human Resource Development	Financial Decision Analysis	Production Planning and Control.	Information System Audit and Security	Agricultural Marketing	Fabric Manufacturing
3	Semester III Paper III	Marketing Strategy and CRM	Employee Remuneration	Project Planning and working Capital Management	Materials and Inventory Management	Software Project Management	Agriprenurship And Project Management	Textile Industry in India
4	Semester IV Paper IV	Sales Management and Advertising Management	Employee Relations and Labour Laws	Investment Management	Global Operations & Logistics	Business Process Re-Engineering	International Trade in Agriculture	Retail Management in Textiles & Garment
5	Semester IV Paper V	Retail and Rural marketing	Strategic HRM and International Perspective	International Finance	World Class Production Management	Knowledge Management	Agri-Business Finance Manage ment	Fashion Industry

List of Electives with Papers.

32 Heads, Total Marks - 3200

(a) Mid-Test: ----- 10 Marks

(b) Seminar/ Case Study/ Group Exercise: -----10 Marks

Total: 20 Marks

7	Internal Examination:	
	1. Mini Test	10 marks
	2. Seminar/Case study/ Group Exercise	10 marks
	Internal Marks	20 marks
	University Theory Examination (3 hours duration) Total	80 marks
		100 rks

8. Nature of Examination:

1. Medium of information shall be ENGLISH. Question papers and answer papers should be only English language.
2. University examination shall be of 80 marks for each subject.
3. The nature of university examination question paper shall be as follows.
4. In the paper of Mathematics & Statistics, OR, Information technology System Specialization, Exercise example will be asked.

(Note- Question No. 1 and Q. No. 5 are compulsory. Attempt any two from Question No 2, 3 and 4)

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

9. Standard of Passing:

- a. Candidate is required to secure minimum 40% marks in Internal and University examination and 50% in aggregate together in each subject.
- b. Subject to the condition of pass at the course to the condition(c) only –
50 % and above but less than 60 % - II Class
60% and above but less than 70 % - I Class
70 % and above - I Class with Distinction.
- c. No class will be awarded to any part of examination.

10 . Credit system implementation - As per the University norms

11. Passing rules-

1. For admission to M.B.A. Part-II, a candidate must have cleared all papers of Sem-I and Sem-II or atleast 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 3rd Semester are allowed to continue for IV Semester as per above rule.

12. Project Report :

Every student should go for in-plant training after the Semester- II examination.
In -Plant training duration is of 50 days.

13. Fee Structure: As per Shikshan Shulk Samiti , Govt. of Maharashtra

14. Teacher Qualification: As per AICTE norms prescribed time to time.

(Choice-Based Credit System)

M.B.A.-II SEM-III

Paper XVII

CORPORATE PLANNING AND STRATEGIC MANAGEMENT

Context: India has emerged as one of the most vibrant economies of the world. This vibrancy is reflected within the organisation in terms of newer approaches to managing strategically. Through strategic management the organization attempts to gain and maintain competitive advantage. They strive to create their own unique approaches while trying to absorb what is best around the world. The syllabus attempts to capture the issues in strategic management in the Indian context.

Objectives:-

1. To understand conceptual and analytical framework of strategic management
2. To study strategic management process
3. To understand basic approaches in strategy formulation, implementation, evaluation and control.

Contents:-

Unit No. 1:- Introduction

- Definition & nature of Corporate Planning, Advantages and disadvantages,
- Concept of strategy, levels at which strategy operates, strategic decision making, approaches to strategic decision making
- Definition of strategic management, strategic management process,
- Strategic intent: Vision, Mission, Goals and Objectives.
- Environmental scanning and appraisal, Organisational appraisal, strategic advantage analysis

Unit No. 2:- Strategy Formulation

- Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies
- Business level strategies- Cost leadership, Differentiation and focus business strategy
- Strategic analysis and choice- Tools and techniques for strategic analysis, **Arthur D Little Life Cycle Approach**, SWOT analysis, **Ansoff's Product - Market Matrix**, **Vulnerability Analysis**, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix, McKinsey's 7 S framework.

Unit No. 3:- Strategy Implementation

- Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility, Guidelines **for a Successful Responsible Firm**, Functional Strategies- Financial, marketing, personnel and operations plans and policies.

Unit No. 4:- Strategic Evaluation and Control

- Overview, Strategic Control, Techniques of strategic evaluation and control, Strategies for the Bottom of the Pyramid, Digitalisation strategies, Tailoring strategy to fit specific industry and company situation

References:-

1. Strategic Management & Business Policy, Azhar Kazmi, Tata McGraw Hill, 3rd Ed. 2009.
2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed. 2005.
3. Competitive Advantage, Michael E. Porter, Free Press.
4. Globalisation, liberalisation and strategic Management, V. P. Michael, Himalaya Publishing House.
5. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases- A.A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010
6. Business Policy and Strategic Management, P. Subba Rao, Himalaya Publishing House

**M.B.A.-II SEM. III
PAPER-XVIII
BUSINESS ETHICS**

Unit-1.Business Ethics : Nature, Importance of ethics in business, philosophical foundations of ethics, - A Changing concept & objectives of business, Social responsiveness, citizens & ethical responsibilities.

(15 hours)

Unit-2.Basic Framework of Normative Ethics:

(15 hours)

Ethics and Decision Making

Ethical Aspects Corporate Policy

Morality and Rationality in Organisation,

Making Moral Decisions.

Conflict between personal values and organizational goals. Corporate culture.

Corporate Governance : Meaning, Importance, Institutionalizing of Ethics, Traditional view, Contractual theory, Stake-holders theory, The Regulatory and voluntary actions, Corporate Governance in India.

Unit-3.Ethics in Management – Factors influencing Business ethics, Leadership- Vision- Strategy-performance, Ethics in Business disciplines- Ethics & HRM, ethics & Marketing- Ethical consciousness of the markets & advertisement, Ethics in production & operation, Ethics in finance & accounting, merger & acquisition , Ethics & IT, Ethics concern in e- commerce.

(15 hours)

Unit-4.Ethics in Indian & Global business, overview of Global business, ethical relations to adopting host country norms, issues in negotiations, need & implementation of corporate social responsibility at global level.

(15 hours)

Books Recommended:

- 1.Business Ethics – R.V. Badi & N.V. Badi
- 2.Ethics in Business & Management – R.P.Banerjee
- 3.Business ethics & Professional Values –A.B. Rao
- 4.Ethics in Management- S.A. Sherlekar
- 5.Business Ethics-David J. Fritsche
- 6.Perspectives in Business ethics- Laura Hartman
- 7.Business Ethics –Manuel G. Velasquez.
- 8.Business Ethics –William Shaw

MBA II Semester III
Paper - XIX
Elective I - Marketing Management
Paper I - CONTEMPORARY ISSUES IN MARKETING

Unit- 1.A) Service Marketing – What are services, definition, need & importance of services, distinction between services & goods, characteristics of services, STP for services marketing. **Overview of managing demand and capacity.** Marketing Mix in Service Marketing- Product price, place, Promoting, **people – Moment to Truth , Service encounters service personnel issues, emotions and service situations, service profit chain, Physical Evidence- evidence types. Role of physical evidence, stimulus response model, service scapes, Process- types, Service Blueprint, service process matrix, service recovery and empowerment**

B) Service Quality- Customer Expectations and Perceptions, Gap model, SERVQUAL Model, SERVPREF Model, Marketing strategies for different services-bank, insurance, hotel, tourism, transport, tourism, consultancy services.

Unit- 2.International Marketing-International Marketing Environment, Entry Strategies, International organization, Export procedure & export documents, Global Strategies, targeting and Positioning, International Marketing mix- Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market, Global Pricing Strategies, Global Pricing Policy alternatives, Channel Objectives and constraints, Channel Structure, Advertising decisions in International marketing.

Unit- 3.Social Marketing- Meaning, nature, importance & scope, of social marketing, types of non business organizations, markets involved in social marketing, developing a marketing programme for social cause.

Unit- 4.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.

References:

- Philip Cateora, ‘ International Marketing’
Francis Cherunilam, ‘ International Marketing’
Christopher Lovelock, ‘Services Marketing’
Keegan Warren J, Global Marketing Management
Zeithaml, Bitner, Gremler & Pandit, ‘Services Marketing’
Helen Woodruff, ‘Services Marketing’
Zha S.M., ‘ Services Marketing’
Pati Debashis, ‘Marketing Research’ Universities Press (India) Pvt Ltd.,
Hyderabad., 2002.
Beri, G.C, ‘Marketing Research: Tata McGraw Hill Publishing Company, Ltd.,
2000.
Cooper Schindler, ‘Marketing Research, Concept & Cases’
Paul Green, Donald Tull, Gerald Albaurn, ‘Research for Marketing Decisions’
Nargundkar, ‘Marketing Research’
Donald S.Tull, Del I.Hawkins, ‘Marketing Research – Measurement &
Methods’
Aakar, Kumar, Day, ‘Marketing Research’
Aaker, D. A , ‘Marketing Research: A Wiley / Hamilton Publications, New
York., 1978.
Majumadar, R. Marketing Research Text Applications and Case Studies Wiley
Eastern Ltd., 1991.
Panda Tapan, Marketing Management
Kotler Philip Marketing Management
Panwar J.S. Beyond Consumer Marketing

M.B.A.-II SEM.-III
Elective II- FINANCIAL MANAGEMENT
PAPER I - INDIAN FINANCIAL SYSTEM

1. **Introduction to Indian Financial System**-Over view, Organizational structure of Indian Financial System Major Components
Financial Institutions-Regulatory, Intermediaries, Non-Intermediaries, other Institutions RBI, SEBI, IRDA- Objectives, Functions
2. **Financial Markets- Money Market - Capital Market, Money Market**
3. **Capital Market-Gilt-edged Securities Market, Industrial Securities Market- Primary Market, Secondary Market/stock exchange, Development Financial Institutions.**
4. **Financial Services-** Venture Capital, Merchant Banker Leasing Credit Rating,- Insurance

Reference Books :

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

MBA- II Sem. III
Group C– Human Resource Management (Paper-I)

Unit- 1.Job Analysis – Process Methods of Data collection, Job requirement.
Job Description- Purpose, content, writing, job description, job specification
Job Design-Factor affecting job design; Methods/Technique of job design.

Unit- 2 Human Resource Planning and Recruitment- HR demand forecasting – HR supply forecasting, determining number and types of people. recruitment – Policy, sources – Internal, external & e-t Recruitment, evaluation and control of recruitment. Procurement of Human Resource: Recruitment-Process, Factor affecting on requirement, recruitment practice in India

Unit- 3.Selection Human Resource-Meaning; Selection Hurdles, Placement, Induction Programme- Objective, benefit, Content of Induction Programme; phases of Induction Programme,Socialization-Concept, Phase of Socialization

Unit- 4. Interviewing: Types of interviews – Unstructured, structured, behavioral, Job related. Principles of interviewing – Do's and Don'ts, Interviewing procedure – preparation, setting – physical and mental, conduct of interview, close.
Induction and placement – meaning and Objective, Induction programmes (steps) topics of induction programme.

Books Recommended

1. Personnel Management by Edwin Flippo
2. Personnel 7 Human Resource Management-Text & Case by p. Subba Rao.
3. Human Resource Management By Garry Desslar, Pearson Education Asia.
4. Human Resource Management by S.S.Khanka, S. Chand & Co. New Delhi
5. Human Resource Management and Personal Management by Aswathappa, Tata Mc Graw Hill, New Delhi
6. Human Resource Management by Biswajeet Patnaik Hall of India Private Limited, New Delhi
7. Human Resource Management- An Experimental Approach by H. John Bernandin & Joyce E.A. Russel.

Semester-III MBA PART-II
Elective IV - SYSTEM SPECILISATION
Paper I: Strategic Information System Management

Unit I Evolving Role of IS in organization,

Strategic Information System Era, Evolving nature of Strategy and strategic planning in organization, strategic framework, Strategic use of IS, classification, Success factors, Organizational IS capability,

Unit II Overview and Developing an IS Strategy

IS Strategy, Strategy implementation, strategy tools and techniques, resource based view of strategy, Approaches to information strategy development, problems, and barriers. The challenges of planning strategically for IS/IT today, Establishing an IS/IT strategy, process, scope objectives and expectations, Deliverables from the IS/IT strategy process.

Unit III IT Governance

Definition and Purpose of IT Governance, IT Governance Assessment Maturity Model, Integrated IT Governance Framework –COBIT, Key governance Roles, Responsibilities and Accountability, IT Governance Decision Rights, Key IT Resources and Functions to be managed, Results of Ineffective IT Governance
Management of IT services Types of IS and services, Strategies for managing IT Infrastructure, outsourcing strategies, guideline for outsourcing decisions, application service providers.

Unit IV : Case studies on-IT governance

Production and manufacturing

Reference Books :

- 1) IT Governance, Peter Weill and Jeanne W Ross, Harward Business School Press
- 2) Strategies for Information Technology Governance, Wim Van Grembrgen, Idea Group Publishing
- 3) IT Governance, Martin Frohlich and Kart Glasher, Gabler Publication
- 4) IT Governance, A Practical Guide by Christopher B Gillies
- 5) IT Governance : How Top managers manages IT decisions right for superior results By Peter Weill Harward Business School Press
- 6) Corporate Information strategy and Management By L M Applegate
- 7) Information Technology Management By Raner ,Potter and Turban.

MBA Part – II Semester III
Elective V- Production Management
Paper – I: Operations Management Strategies.

I) Concept of manufacturing and operations strategy :-

Operation strategies in global economy – Today’s global business conditions – Formation of operations strategy- capacity planning – formulation & implementation of manufacturing policies – building competitive advantage through manufacturing policy-technology management and competitiveness.

II) Design of organizations :-

Structure – Human factor in production – product life testing – product deigning – standardization – principles of diversification and implementation.

III) Product Development :-

Salient features – Production Process design and engineering layout – design of jigs and fixtures – flexible manufacturing system.

IV) Production System and Project Scheduling :

Analysis of production system, planning for project production system, crashing, manpower planning through PERT, CPM- Utility data and time cost curves - Direct indirect cost, Optimum cost, resources allocation and leveling – project program me review – Updated network – Activity based costing.

Recommended Books :-

1. Norman Gaither Greg Fraizer , “Operations Management” Thomson Asia Pvt. Ltd., Singapore.
2. Charry S. N. “Production and Operations Management”, Tata McGraw Hill, New Delhi.
3. Joseph S. Martin, “Production & Operations Management – An applied modern Approach “ John Wiley and sons (Asia) Pvt. Ltd. Singapore.

MBA Semester – III
Elective – VI - Agricultural Business Management
Agribusiness Management
Paper No.- I

Preamble :- Agriculture is the main occupation of Indian population, since ancient period to now-a-days also, the rate of overall development of Indian economy depends upon the growth rate of agricultural sector. There are changes in globalization period in world economy and new initiatives to link Indian economy with global economy so, it is essential to change the role of Indian agriculture regarding the agricultural management, policy formulation etc. This necessitates an understanding of the structure of Indian agriculture, agricultural products market structure for agri-good, inputs, inputs, ok so, it is necessary to students have a knowledge of agricultural practices.

Objectives :-

- 1) Students should know the nature of agri business management
- 2) To make the students aware about the basic principles of agri- business management
- 3) To encourage the students about the agro-processing industries in India
- 4) To make the students aware about the agri-input supply Industries in India.

Unit 1	Introduction Agri-business :- Nature and scope of Agri-business, Importance of Agri-business Management Difference between farm and non farm sectors, Demand for agri products and its determining factors Supply of Agri-products and its determinants.
Unit 2 :	Basic principles of Agri-business management :- The value CACP quality & price – cost of production- fixed and variable costs- Gross margins- comparative advantage- supplementary enterprises- Laws of returns- measurement of agricultural cost A,B,C methods.
Unit 3 :	Agro-processing industries in India :- Management and processing of Sugar industry- Dairy processing –cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – medicinal plants. Problems and prospects of Agro-processing industries in India.
Unit 4 :	Recent Trends in Agri-business management- ITC e-choupal, contract farming, precision farming, and logistics in agri products in India.

Reference :-		
1)	M.Upton & B.O. Anlloio -	“farming As a Business” Oxford university press. New York
2)	‘S.S. Achary’ N.L. Agarwal	“Agricultural Marketing in India.
3)	‘S.K. Misra’ V.K. Puri	“Indian Economy “ Himalaya publishing House Mumbai.
4)	‘Bhave S.W.’	“Agri-Business management in India” S.W. Bhave, Pune-4
5)	‘Smita Diwase’	“Agri-Business Management” Everest Publishing House Pune-4
6)	‘C.B. Mamoria’	“Problems of Agriculture in India. Himalaya publishing House Mumbai, Delhi.
7)	‘Thorats Sirohis’	“State of Indian farmer” A millennium study Rural Infrastructure Academic Foundation, New Delhi.
8)	‘Brodway Ac and’ A..A. Brodway	Text book of Agribusiness Management
9)	‘Meena R.K. & J.S. Yadav’	“Horticulture marketing & Post harvest management” Pointer publications Jaypur- 2001
10)	‘R.N.Soni’	“Leading issues in Agricultural Economics”
11)	‘Sadhu & Singh’	“Fundamentals of agricultural Economics”

M.B.A.-II SEM. III
Elective VII – Textile Management
Paper – I - FIBRE TO YARN MANUFACTURING

Objective- To understand basic concepts of fiber to yarn manufacturing

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

MBA - II Semester III
Elective - Marketing Management
Paper II - Buying Behaviour and Brand Management

1	<p>Introduction to consumer Behavior: Concept and need for studying consumer behavior, and marketing management factors influencing Consumer buying process. Consumer Modeling: - The economic model, Learning model, psychoanalytic model, The sociological model, The Howard Sheath model of buying behavior, The Nicosia model, The Engel –Kollat-Blackwell Model.</p> <p>Industrial Organization Buying Behaviour- Participants In process industrial marketing- Buying decisions involved in industrial buying process- Factors influencing industrial buying behavior- Stages of industrial buying process.</p>
2	<p>Individual Determinants of Consumer behavior- Perception-Meaning of perception- the perceptual process- Factor responsible for perceptual Definition.</p> <p>Learning- Meaning of learning, components or elements of learning process.</p> <p>Personality- Meaning Nature & characteristic of Personality, Stages in the development of personality, personality influences and consumer behavior, self-concept or self-image.</p> <p>Attitude and behavior- The concept of Attitude, Relationship between Attitude and Behavior, Factors involved in Attitude formation</p> <p>Motivation- Meaning of Motivation, Needs And goals- The Dynamic Characteristic of Motivation.</p>
3	<p>Influence of Social class- Definition and meaning of social stratification, factors responsible for social stratification, characteristic features of social classes, Social influence on consumer behaviour.</p> <p>Group Dynamics and Consumer Reference Group-Definition and Meaning of Group relevant to consumer behavior, Family life cycle, Friendship Group, Formal social clubs, Friendship Group, formal social clubs, shopping friends groups work group Reference group</p>
4	<p>Brand Management: Meaning definition importance & Functions of branding Advantages & disadvantages of branding, types of brand. Managing brands- selecting brands-selection brand name & logo, brand extension, brand rejuvenation, brand relaunch, brand, brand proliferation, brand development through acquisition/takeover, brand portfolio restructuring . Brand building process, Brand Equity-Meaning, brand equity models, building brand equity, measuring brand equity, brand valuation, managing brand equity, Brand positioning</p>

Case studies should be discussed on topics given in syllabi.

Leon Schiffman, Leslie Lazar Kanuk, ‘Consumer Behavior’
Louden, ‘Consumer behaviour’
Hill, Alexander, Cross, ‘Industrial Marketing’
Reeder, Brierty, Reeder, ‘Industrial Marketing – Analysis, Planning and Control’
Moorthi, YLR, ‘Brand Management The Indian Experience: Vikas Publishing, House Pvt. Ltd., 1999.

Keller, Kevin Lane, ‘Strategic Brand Management Building, Measuring, and Managing Brand Equity: Prentice Hall., 1998.
Moorthy, Y.L.R., ‘Brand Management The Indian Context: Vikas Publishing House Pvt. Ltd., 2003.
Mathur, U.C., ‘Brand Management: Macmillan India Ltd., Delhi., 2006.
Kapferer, Jean-Noel Strategic Brand Management: Kogan Page Ltd., 1997.
Panda Tapan Marketing Management –Text & Cases, Second Edition
Ramaswamy, Namakumari Marketing Management MacMilan India Ltd.
Kotler Keller Koshy, Jha Marketing Management, Marketing Management, Prentice Hall 13th Edition.

M.B.A.-II SEM.-III
GROUP B- FINANCIAL MANAGEMENT -PAPER
FINANCIAL DECISION ANALYSIS

Unit-I- Capital Structure Decision

Financial Leverage, Operating Leverages and Combined Leverage, Indifference point, Approaches to appropriate capital structure (NI Approach, NOI Approach, Traditional Approach and Modigliani Miller Approach) EBIT-EPS Analysis, Guidelines for planning, Capital structure policies in practice.

Unit-II- Dividend Decision:

A) Dividend Models, Determinants of Dividend Policy Dividend policy in practice, Purpose of Dividend Payout Ratio, Stability in Dividend Policy Dividend as Residual Payment, Legal and Procedural Aspects of Dividend
B) Bonus Shares- regulation, reasons, deciding bonus ratio. bonus shares and stock splits.

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 Industrial 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) Divided Decisions
- c) Merger and Takeover

Books Recommended-

1. Financial Management- Fifth Edition- Prasanna Chandra
2. Financial Management- Van Horne, James C.
3. Financial Management and Policy- Bhalla V.K.
4. Financial Management- Khan and Jain
5. Financial Management- I.M.Pandey
6. Principles of Financial Management-R.P.Rustagi.
4. Working Capital Management- V.K.Bhalla
5. Working Capital Management- Scherr F.C.
6. Working Capital Management – J.J.Hampton and C.L.Wagner
- Working capital management – V.K.Bhalla
- Working capital management – Scherr F.C.
- Working capital management J.J.Hampton and C.L.Wangner

MBA- II Sem. III
Paper-II Human Resource Development

Unit-1. Human Resource Development- Concept of HRD, Objective, difference between personal management and HRM, Origin of HRD Focus of HRD:- Development human sub systems, development HRD Climate, Development HRD process, Ethical issues in HRD

Unit-2. Training and Development –Concept, Principles of training, Difference between training and development, methods of training (on the job and off the job) and Executive Development Methods (Methods to develop managerial skills- decision making skills, interpersonal skills, organization knowledge, job knowledge etc.) Model of training and development :- 1.Identification of Training and development needs, including 3 tier training need survey.
2.Designing training and development programmes (Process objective).
3.conduction of training and development programmes,
4.Evaluation of training and development programmes (meaning type, Kirk Partik Model), 5. Measuring results of training and development(steps)

Unit-3. Learning and Performance Appraisal – concept of learning principles of learning theories of learning. Elements for effective integration of learning and training.

performance, appraisal-Concept essentials of performance appraisal, methods of performance appraisal.

Career Planning- Career anchor, Career development programme:- career need assessment, career opportunities, need opportunity alignment, designing career path.

Unit-4.Organisation Development and Evaluating HRD- Meaning of OD, phases Evaluating HRD-HR Accounting (Objectives, Methods of Human Resource Accounting), HR Auditing (Scope, Process), Competency mapping, training instrument test:- Psychometric Test, Myers Briggs Type Indication (MBTI), Passive, Aggressive and assertiveness (PAA)

References-

- 1.S.K.Bhatia Training and Development, Deep and Deep Publications Pvt. Ltd.
- 2.P.N.Singh, Training for Management Development, Suchandra Publication s,
- 3.Tapomoy Deb, Training and Development, And Books Private Limited
- 4.Thomas N. Garavan, Carole Hogan, Training and Development, Peatagon Press
- 5.Margret Anne Red Harry Barrington, Training Intervention A Jaico Book
- 6.Patrick Forsyth Appraising Job Performance
- 7.G.Pandu Naik, Training and Development, Text and cases, Excel Books

MBA PART-II

Semester-III SYSTEM SPECILISATION

Paper II - Information System Audit and Security

Unit I : IS Security

History & evolution of IS Security, Introduction to security, need for security and control, Information system Assets, risk to information, system data and resources, definition of information security. Computer crimes and virus Internal control, types of security Physical security, Threats to security, physical access, fire and theft protection, environmental hazards, logical security: Threats to security, access control- identification, authentication, authorization, password control and management access control software.

Unit II Data Security

- Data Security : Threats to security, data access control, Back-up and recovery strategies, data input/output control, data encryption. Telecommunication Security: Physical security, logical access security, dials in access security, network management control, Authentication protocols, Internet/intranet Security.
- Computer configuration and operation security/ software security, start up /shut down procedures, back up and recovery strategies, personal security, protection from people, protection of employees.

Unit III: Security Policy

Security policy- Administrative & technical, Security policy framework & infrastructure, introduction to Security policies ISO standards and Practices. Domain related Security studies .

Unit IV: IS Audit and Control

- Information System: Overview of information System Auditing, Need of audit of computers effects of computers on auditing, conducting an information system audit, types of audit, audit procedure, audit risks, Overview of steps in a audit.
- Information System Control: framework of management control, introduction, top management control, evaluating the planning, organizing, leading and controlling function, Basic concept of system development, management controls, programming management controls, operation management controls.

Reference Books :

- 1 EDP Auditing - Ron Weber
- 2 PC and LAN security – Stephen Cobb
- 3 Enterprise Security - Protecting Information Assets - Michel E. Kabey
- 4 Enterprise Disaster Recovery Planning – Miora
- 5 Computer Security - Summies
- 6 Internet Security – Derek, Alkins
- 7 Information security policies procedures and standards by Thomas Pettier
- 8 Information System Security: security Management frameworks and best Practices by Nina Godbole.

MBA - Part II Semester - III
Production Management
Paper II : Production Planning & Control

I) Production Planning and Control Systems:-

Objectives of forecasting, Factors affecting accuracy of forecast, methods of forecasting, aggregate planning,

II) Resource Requirements Planning:-

MRP and CRP, Scheduling process, focused manufacturing, Scheduling of product focused manufacturing, computerized scheduling.

III) Production Planning & control Activities :-

Routing, Loading, Scheduling, dispatching and PPC documents - Job shop planning, Line Balancing, Planning versus execution.

IV) Application of PPC in inventory:-

Materials Requirement planning, perspective, Bill by materials, master production schedules.

Books Recommended :-

1. **Burbridge** – “Principles of Production Control.”
2. **Garret Leonard J, Silver Milton** – “Production Management Analysis.”
3. **Norman Gaither, Greg Faizer** – “Operations Management – Thomson Asia Pvt. Ltd”.
4. **Le J, Krajewski and Larry P Ritzman, Operations Management :-**
Strategy and Analysis, Pearson Education (Singapore) Pvt. Ltd. Indian Branch, Delhi.

MBA- II [Semester-III]
Paper-II: Agricultural Marketing

Preamble: - The agricultural situation in India has undergone a rapid change in Economic reform period. Investment in agricultural sector, both in public and private sectors, has risen. Agricultural marketing policies have also undergone substantial changes. In this syllabus we have kept in view the changes in the entire environment in which agricultural marketing system functions. It is necessary to keep the importance at retaining some of the policies, programmes and practices which constituted an important part of the agricultural marketing system till today. Students have to know about the agricultural pricing and role of CACP in pricing of agri. Products. This syllabus provides a proper knowledge & guidance about agricultural marketing.

Objectives:-

- 1) To understand the meaning, nature and structure of agricultural marketing
- 2) To study the marketing functions & system.
- 3) To study the pricing at agricultural products.

Contents:-

Unit No. 1) Agricultural Marketing

- Meaning and scope
- Market structure, factors influencing marketable surplus.
- Estimation of marketable and marketed surplus.
- New trends in agricultural marketing: APEDA, NAFED, MARKFED
- Characteristics of a good marketing system
- Marketing Information system.

Unit No. 2) Marketing Functions

- Meaning and Classification
- Grading and Standardisation
- Storage and Warehousing
- Packaging and Transportation
- AGMARK
- Processing and Value addition
- Future and Forward Trading

Unit No. 3) Marketing System

- Rural Marketing – Types
- Marketing of farm inputs- Chemical fertilizers, seeds, pesticides, farm machinery.
- Marketing Channels
- Marketing institutions – Public sector, Private sector & Cooperative sector

Unit No. 4) Pricing of Agricultural Commodities

- Pricing decisions- factors influencing pricing decisions
- Administered prices
- Role of commission for agriculture costs and prices (CACP)
- Statutory price control and rationing
- Promotion of agricultural products.

References :-

1. S.S. Acharya & N.L. Agarwal - Agricultural Marketing in India, oxford & IBH publishing Co. Pvt. LTD, New Delhi
2. C.B. Memoria - Problems of Agriculture in India, Himalaya Publishing House, Mumbai.
3. Jain, Manohar Lal- Marketing of Agricultural Inputs, Himalaya Publishing Company Mumbai
4. Kahlon A.S. and M.V. George ,Agriculture Marketing and Price polices, allied publishers private limited, New Delhi.
5. R.N. Soni, Leading Issues in Agricultural Economics
6. Singhal A.K.-Agricultural Marketing in India Anmol Publications New Delhi.
7. Bhattachrya B. State of Indian farmer A millennium Study in Agricultural export, Academic Foundation New Delhi.
8. Singh and Sadhu - Fundamentals of Agriculture Economic
9. Dutta & Sundaram - Indian Economy, S. Chand publication, New Delhi.
10. Misra & Puri- Indian Economy, Himalaya Publication Mumbai.
11. Ramkishen Y, Rural and Agricultural Marketing, Jaico publishing House Ahmedabad
12. Kulkarni M.V. Rural and Agricultural Marketing, Everest publishing House, Pune

Websites:

1. www.Agmarknet.com
2. www.agroindian.com

M.B.A.-II SEM. III PAPER-II FABRIC MANUFACTURING

Objective- To understand the basic concepts of Fabric forming.

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, Ravier, 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.

**MBA - II Semester III
Marketing Management
Paper III - Marketing Strategy and CRM**

1.	Overview of Marketing Strategy – Concept, Relationship with Corporate Vision, Mission and Objectives. Strategic Role of Marketing. Formulating and implementing marketing strategy. Identification of attractive markets, Industry/ business analysis and sustaining competitive advantage.
2.	A) Strategic Implications of product Life Cycle, market Entry Strategies- Pioneer Strategy and follower Strategy, Growth Market strategies- Market Leaders Strategies- Flanker Strategy, Confrontation Strategy, Market Expansion, Contraction, Market follower Strategic- Frontal Attack, Leapfrog Strategy, Flank Attack, Guerrilla Attack, Bypass Attack. Strategic Choice for Mature Market, Strategies for declining Markets. Market Follower Strategies, Market Nicher strategies B) Services Strategies- Strategies for Market Leaders, challengers, followers and niche marketers.
3.	A) Internet Marketing & E-Commerce- Meaning & importance of E-Commerce & internet marketing, competitive of internet marketing, Benefits & limitations of internet marketing establishing internet marketing facility. B) Green Marketing- Meaning & importance issues involved in green marketing- social responsibility, pressure of government, competitive pressure cost of profit. Problems of green marketing, green marketing strategies.
4.	CRM: concept, CRM process, measuring CRM, CRM framework, Tangible Components of CRM, 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.

Boyd Walker, Mullins Larrech, 'Marketing Strategy' Tata McGraw-Hill Publishing Company Ltd, New Delhi.

David Aaker, 'Strategic Marketing Management'

Sheth, Parvatiyar, Shainesh, 'Customer relationship Management'

Jagdish Sheth, Atul Parvatiyar, 'Handbook of Relationship Marketing'

Curry, Jay Customer Marketing Method How To Implement and Profit From Customer Relationship Management: The Free Press., 2000.

McKenzie, Ray, 'Relationship Based Enterprise Powering Business Success Through Customer Relationship Management: McGraw Hill., 2001.

Sheth, Jagdish N. Customer Relationship Management Emerging Concepts, Tools and Applications: Tata McGraw Hill Publishing Company Ltd., 2001.

Gosney, John W. Customer Relationship Management Essentials: Prentice Hall of India Pvt. Ltd., 2001.

Bergeron, Bryan Essential of CRM - A Guide to Customer Relationship Management: John Wiley & Sons Inc., 2002.

M.B.A.-II SEM.-III
FINANCIAL MANAGEMENT –
PAPER III- PROJECT PLANNING AND CURRENT TRENDS IN FINANCE

Unit-I- Project Planning-

Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis,

Unit-II-Financial Estimates and projections- Project Financing Long Term Financing, Appraisal of Term Loans by Financial Institutions short Term Sources of Finance, other Sources.

Unit-III-Management Cash

- a. Motive, for holding Cash, Objective of case Management, Factors determine the cash needs; Determining cash Need-Cash Budget; Techniques of Cash Management Marketable Securities- Treasury Bills, Commercial papers, Certificates of deposit Bankers acceptance, Inter- Corporate deposits; Cash Management Model- Baumol Model Miller-or Model, Orgler's Model
- b. Receivables Management-Objective, Credit policies Credit Standards & Credit Analysis Credit terms; cash Discount; Collection Policies.

Unit-IV- Inventory Management- Objectives; Benefits of holding inventory, Techniques of inventory control-EOQ, stock Levels

Books Recommended

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

Note- Practical Problems will be asked from cash Budget; EOQ; Levels of Stock.

MBA II Sem. III
HRM
Paper III Employee Remuneration

Unit-1. Job Evaluation :

Meaning, objectives, Principle Procedure, Methods/Techniques of Job Evaluation: Non-Quantitative, Advantages and Problem of Job Evaluation.

Unit-2.Wage and Salary Administration :

Meaning of Wage and Salary Administration, Purpose, Compensation, Reward, Wage level and Wage structure, Determinants of establishing Strategic Wage plan, Rule of Wage administration Principle of Wage and Salary Administration Ingredients of good wage plan. Executive Compensation, Competency based pay, Challenges of Remuneration.

3.Incentives and Benefits-

incentive – Meaning, Feature, Determinants, Incentive plan for Blue Collar Worker, Incentive plan for white Collar worker, Essential of effective Incentive Cafeteria Style Compensation, Employee Benefits: Pay for time not worked, vacation and Holiday, Severance pay, Insurance Benefits, Retirement Benefits, Personal Services and Family Friendly Benefits.

4. Wage Fixation and policy-

Methods of wage Fixation in India: Minimum Wage Act, Payment of Wage Act, Equal Remuneration Act, wage Board pay commission Issue and Constraints in wage determination in India, Issue in Indian wage policy: Bonus Act, Gratuity Act, PF, ESI, Workmen's Compensation Act.

Books Recommended-

- 1.Human Resource Management by Edwin Flippo
2. Human Resource Management by C.B.Mamoria
3. Human Resource Management by K. Ashwathappa
4. Human Resource Management by Garry Dessler,
5. Human Resource Management by V.S.P. Rao
6. Personnel Management by R.S. Diwedi
- 7.Industrial Laws by N.D. Kapoor.

MBA PART-II Semester-III
SYSTEM SPECILISATION
Paper III - SOFTWARE PROJECT MANAGEMENT

Unit I : Concepts of Software Project Management

- Introduction to Software, Software Engineering, system Software development life cycle Project management overview, project communication and documentation, Planning of Software Project introduction problem definitions and developments strategy planning project organizational structure software metrics.
- System: Definition of system, business system, analyst and his role, characteristics of system analyst, System analysis Method- Initial investigation, feasibility study, cost benefit analysis, requirement analysis, and detailed analysis. System Analysis tools and Techniques – DFD, data dictionary, Decision tree, decision table, E-R Diagram
- Planning of: defining the problems, developing solution, strategy, planning the process (Phased model, milestone, documents etc.) Planning, organizational structure, planning for configuration management and independent verification, planning phase dependent tools techniques, project scheduling, measurement.

Unit II Project Management

- Project Management: Characteristics of project management . project plan and review project manager, tools CPM, PERT Gant Chart MS-Project, Risk analysis and reduction, software project scheduling software acquisition.

Unit III: Cost Estimation

- Software Cost Estimation: Introduction, software cost factors, software cost estimation Techniques, COCOMO FPA,NPA & ROI. Estimation of software maintenance cost, feedback control and feedback at various levels.

Unit IV System Implementation

Introduction to SCM Change Management-Plan, Process, Version Management, Defect Management, Release Management Process, SCM Tools
Software Quality Factors, Software quality metrics Quality Assurance activities.
Case Studies on- Project organization, Identifying standards, Identifying risk
Project Management tools & estimation techniques etc.

Reference Books:

1. Software Engineering - Roger S. Pressman
2. Software Project Management - Edwin Bennatan
3. Software Engineering - Martin L. Shooman
4. Principles of Software Engineering Management – Glib T (Add on Wesley)
5. Software Engineering Project Management- Thayer R.H. (IEEE, CS Press)
6. Software Project Management –Bob Hugues (TMG)

MBA Part II Semester III Group D – Production Management Paper III : Materials and Inventory Management

I) Inventory Management – Inventory Management s– Indian scenario – Inventories – Concept – type – Importance – Future of materials management.

II) Inventory Planning – Inventory turn concept, effect of service level, integration of sales forecast, computerized inventory management.

III) Inventory Control – Inventory status – methodology – explosion of requirements – documentation for Inventory control – Selective inventory control.

IV) Production Inventories – Types of inventories – Economic lot size – Inventory control – analytical techniques – multiplant integration – production control problems.

Books recommended :-

1. Production and Inventory Control handbook – Greene, James-H
2. Production and Inventory control- Mc leavey, Dennis W& Narasimhan SL
3. Manufacturing Planning and Control – Valiman T. E.
3. Materials Management- An Integrated Approach- Prentice Hall India, New Delhi- P. Gopalkrushnan & M. Sudarsan
4. Materials Management- Procedure, Text & cases- Prentice Hall India- A.K. Dutta.

MBA [Semester-III] Agriculture Business Management Paper-III: AGRIPRENEURSHIP AND PROJECT MANAGEMENT

Preamble:- Entrepreneurship has a great application to modern agriculture as producers are searching for new ways to increase their incomes. This has forced many agriculturists to look for contemporary farm management practices that allow them for greater value creation. India being an agrarian economy, development of agriculturists becomes a vital issue. This will in turn minimize the disparities between urban and rural development. The syllabus is designed to explore entrepreneurial opportunities in the agribusiness sector while at the same time exposes students to basic issues of agri-project planning.

Objectives:-

1. To understand importance of entrepreneurship development amongst agriculturists
2. To understand the role of different institutes in developing agripreneurship.
3. To understand the importance of agricultural project feasibility

Unit No. 1 : Introduction to Agripreneurship

Entrepreneurship, Meaning, definition, characteristics of successful entrepreneur, importance of entrepreneur for economic development, Concept of agripreneurship.

Unit No. 2 : Farm management and Agri-preneurship development

Meaning, scope, definition and objectives of farm management and its relation with other services, farm management decisions, Agri production economics vis-à-vis farm management; Institutional support for agripreneurship development, education and training to agripreneurs, extension services

Unit No.3 : Agricultural Projects

Meaning, definition and concept, Types of agricultural projects, Layout of Agri project –Food processing industry, green house, polyhouse, floriculture, horticulture and sericulture. Evaluation of agricultural projects.

Unit No. 4: Case Study-

Agri Tourism, village Tourism. Study of any two agripreneurs.

Reference:-

1. Entrepreneurial Development-S.S. Khanka, S. Chand & Co. Ltd.
2. Entrepreneurship development- Vasant Desai,
3. Agricultural finance & management- S. Subha Reddy & P Raghu Ram, Oxford & IBH Publishing Co. Pvt. Ltd.
4. Agricultural Economics- S. Subha Reddy, P Raghu Ram, T.V. Neelakanta Sastry, I. Bhawani Devi. Oxford & IBH Publishing Co. Pvt. Ltd.
5. A Text book of Agri-business Management- A.C.Broadway & Arif A..Broadway, Kalyani Publishers.
6. Fundamentals of farm business management- S.S. Johl, T.R. Kapur, Kalyani Publishers

M.B.A.-II SEM. III TEXTILE MANAGEMENT PAPER-III - TEXTILE INDUSTRY IN INDIA

UNIT I- Structure of India's 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.

History of Textile Industry

Pre independence Period, Post independence Quota Period, Downfall of Composite sector, Post Quota Period, Vision India 2010 for textiles, Historic study of Indian Textile policies - Salient features of Textile policies announced till dates – Textile parks

UNIT II-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, Power, Raw material quality, fragmentation. Cotton Textile Export Promotion Council, Effects of recession on Indian Textile Exports

The Textile and Apparel Supply Chain

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 - Cycle time - Innovation and Technology.

UNIT III-Technical Textiles

Definition and scope of Technical Textiles - History of Development 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.

UNIT IV- Working Globally

Global garments Retail Management & logistics - Retail unit establishment - Retail supply chain - Managing retail outlets - Internet based retail management system - Direct replenishing systems - challenges in a highly competitive and complex industry; types of retail institutions and their competitive strategies. Garment Manufacturing: processes - quality requirements - labour skill set requirements Garment Merchandising:

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 - A. B. Talele

**M.B.A. (PART II) SEM.IV
Entrepreneurship Development**

- Objectives: 1. to create Entrepreneurial perspective among Management students.
2. to motivate Management students to become entrepreneurs.
3. to provide knowledge about various support systems of entrepreneurship development.
4. to provide basic information about new enterprise launching and project report .

Unit 1. Entrepreneurship perspectives:

- a) Concept of Entrepreneur, Entrepreneurship and Enterprise. Link between Entrepreneurship and Economic Development.
- b) Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager.
- c) Factors influencing Entrepreneurship Development- Economic and Non-economic like individual, environmental, socio-cultural etc.
- d) Innovations and Entrepreneurship- Link between innovation and entrepreneurship, Schumpeter's Theory, Peter Drucker's sources of Innovations.

Unit 2. Entrepreneurial Support System:

- a) Policy framework in India- Policies regarding SSI sector, Micro, Small and Medium Enterprises Development Act 2006. Concessions and Incentives, Financial support schemes, DIC (District Industries Centre's role and functions)
- b) Development of Women Entrepreneurs and Rural Area Entrepreneurship development.
- c) Export Promotion facilities for SMEs and Global Vision for Entrepreneur.
- d) Entrepreneurship Training and Development – objectives of Training Programs, Contents and methods, Various Training and Development Institutions in India.

Unit 3. The Enterprise Launching:

- a) Developing Business Idea- Product selection process, Search, Screening and Evaluation of ideas.
- b) Developing a Business Plan
- c) Environmental Analysis- Scanning, SWOT.
- d) Sources of Capital
- e) Prospective Problems- Marketing, Finance, Human Resource, Research, Production etc.

Unit 4. Project Planning and Management:

- a) Meaning and classification of Projects.
- b) Preparing Project Report- contents, formulation and specimen.
- c) Project Appraisal- Economic Analysis, Market Analysis, Financial Analysis, Technical feasibility, Managerial Competency.

Note: Case studies of Successful Entrepreneurs should be discussed in the class.

References:

1. Entrepreneurship Development by P.N.Singh and J.C. Saboo. Published by Dr. P.N. Singh Centre for HRD, Opp. Santacruz(E) Railway Station, Mumbai-400055
2. Entrepreneurial Development by S.S. Khanka. Published by S.Chand and Company Ltd. New Delhi-110055
3. Dynamics of Entrepreneurship Development by Vasant Desai.
4. Innovations and Entrepreneurship By Peter Drucker Pub: UBS publishers and Distributors Ltd. New Delhi-110002

**M.B.A. - II SEM- IV
PAPER-XXVI
MANAGEMENT CONTROL SYSTEM**

1.	<p>Introduction to Management Control System :</p> <p>A) Concept & Scope of Management Control System: a) Basic Concept b) Boundaries of Management Control c) Management Control Environment- Behaviour in organization- Goals; Goal Congruence, Informal factors and formal factors influencing Control Systems d) Functions of Controller e) Management Control Process and Strategic Planning. B) Designing Management Control Systems – a) Process of working within Organizational Structure/ Constraints b) Identification of Responsibility Centers: Types of Responsibility Centers – cost centre, Profit Centre and Investment Centre c) Development of Measures of Performance, Monitoring and Reporting Results.</p>
2.	<p>Measurement Control Techniques:</p> <p>A) Budget and Budgetary control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centers, Budget Committee, Budget Manual, Budget period, Principal Budget, Fixed Budget & Flexible Budget, Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Concept of Zero-base Budgeting, Performance Budgeting B) Standard Costing and variance analysis C) Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis b) Decisions on the basis of activity based costing, Activity Based management</p>
3.	<p>Measurement of Performance: A) Financial Measures of Performance- Return on Investment (ROI), Residual Income, Earning per share (EPS) Net Present Value (NPV) and Economic Value Added (EVA) B) Non-financial Measures of performance –a) Control of quality, Control of Cycle time, Control of Productivity and Balanced scorecard. b) Behaviour Aspect of Management control- Motivation and Morale of Employees to achieve Goal congruence and Exert Managerial Effort through Rewards, participative and Responsive Management.</p>
4.	<p>Management Control in Various Organization :</p> <p>A) Variations in Management Control: Management control in Service Organizations and Non-profit organizations, problems of management control in Multinational organization B) Management Control in Decentralized Organizational :a) Divisional performance Evaluation- Advantages and Disadvantages of divisionalisation, prerequisite for successful divisionalization. b) Transfer pricing I divisionalized companies- objective of Transfer pricing, Methods of Transfer pricing and Transfer pricing conflict.</p>

Problems should be covered on following topics only – (Level of Knowledge working)

- a) Preparation of Functional budgets, Master budget, Flexible Budget
- c) Problem on ROI, EPS, EVA
- d) Problem on Activity Based Costing

Books Recommended:

1. Management Control Systems – Robert N. Anthony & Vijay Govindarajan
2. Management Accounting – Horngreen, Sundem, Stratton – PHI - Latest Edition
3. Management and Cost Accounting – Colin Drury – Chapman Hall (ELBS) – Latest ed.
4. Management Control System – Kirbi C.J. and Maciariello J.A. – PHI - Latest ed.
5. Management Control System – Anthony Dearden
6. Cost Accounting – Horngreen, Foster and S.M. Datar – PHI – Latest Edition
7. Advanced Cost and Management Accounting, Textbook – V.K. Saxena & C.D. Vasistha – Sultan and Chand
8. Theory and Problems of Management and Cost Accounting – M.Y. Khan and P.K. Jain – Tata Mcgraw Hill Publication Co. Ltd.
9. Management and Cost Accounting- Colin Drury
10. Management Control System – R. Jayprakash Reddy
11. Management Control System – R.C. Shekhar
12. Management Control System – Pradip Kumar sinha
13. Management Control System – Joseph A. Maciariello.

MBA, Part- II Semester – IV
Global Quality Management System

I) Quality Dimensions Management System:-

Customer Focused Quality – Quality Awards- Rajiv Gandhi National Quality award in India, Deming Prize in Japan by JUSE, European quality award, Malcolm Baldrige National Quality award- contains parameters and requisition of these awards. Quality Process, system and human component- Quality as a process philosophy- Quality terms-Drivers of quality- Quality Organization-Quality Strategy.

II) Quality Cost:-

Analysis of Quality costs and losses, balance between cost of quality and value of quality, failure analysis, Cost of poor quality, reliability and maintainability with quality perspective.

III) Total Quality Management & Quality Certification Systems:-

Objectives, procedures, and evolution of TQM, Approaches to TQM, tools and techniques for TQM like 5S, Quality Circle – QFD, Poka Yoke. TQM in services sector-SERVQUAL model, TQM implementation in service Quality Circle- Significance of Quality certification system, Bureau of India Standards- Hallmark, Agmark, Eco Mark. ISO 9000: 2000- QS 14000, QS 9000 & Other standards - Outline with examples.

IV) Kaizen & Six Sigma :-

Concept of Kaizen, way of Thinking, procedure, usefulness of Kaizen in global quality system Six Sigma- A tool to make improvements in all operations within a process – stages of six sigma implementation – Process improvement, Product and service improvement, Investor relations , design methodology, supplier improvement, Training & recruiting.(Case studies on Kaizen from industry should be dealt in the class.)

Books Recommended :-

1. R. P. Mohanty & R. R. Lakhe, Handbook of Total Quality Management, Jaico Publishing House,.
2. Dale H. Besterfield, Carol – Besterfield – Total Quality Management , Pearson Education.
3. Mikel Harry, Richard Schroeder, Doubleday Six Sigma, Random House Inc. NewYork.

MBA-II SEM-IV
PAPER - XXVIII
PROJECT REPORT AND VIVA VOCE

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

UNIVERSITY GUIDELINES FOR PROJECT WORK:

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

1. Management project is done individually.
2. Student should take guidance from allotted guide.
3. Four copies of “Project Work” should be submitted to the Director of the Institute in stipulated time (One copy each for, Student, Guide, Company where project is done and institute library).
4. The nature of project work should be such that it could be useful for concerned organization, industry and students as well.

5. The project report shall be duly assessed by the internal guide to the subject and marks shall be communicated by the Director to the University after receiving the Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
6. The project work will carry 50 marks for internal assessment and 50 marks for external viva. The external viva shall be conducted by a minimum of four external examiners. This assessment criterion is subject to change.
7. Student should not use logos and name of company on the project report pages.
8. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
9. Use of colours in text matter should be avoided.

DETAILS OF PROJECT REPORT

TITLE

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

CONTENTS

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

Sr. No.	Chapter	Page No.

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

IN SHORT THE FORM OF PROJECT REPORT IS AS GIVEN BELOW

Preface

- a)
- d) Acknowledgements.

Contents/ index

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

Chapter I – Introduction to the study & Methodology

- 1.1 Introduction
- 1.2 Objective and importance of the study Location or address of the
- 1.3 Scope and limitations of study
- 1.4 Research Methodology

Chapter II – Theoretical Background

Chapter II – Chapter III – Introduction

- a. Name of the unit
- b. Location or address of the unit
- c. Brief history of the unit and present position
- d. Financial position
- e. Organization chart

Chapter IV – Analysis or Interpretation of Data

Chapter V – Findings, Suggestions and Conclusions

Appendices

Bibliography

APPENDICES

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

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

BIBLIOGRAPHY

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

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

JOINING REPORT

Date:

To,
The Director,

.....
.....
.....

Sub: Joining Report

Respected Sir,

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

I would be carrying out project work under the guidance and supervision of

Shri. /Ms.

(designation) in area.

The title of my project work is

I shall join the college immediately after completion of my training i.e. on 1st August 20 without fail.

(Name & signature of the Student)

(Name and Signature of the Industry Guide)
Seal of Organisation

PROGRESS REPORT

Progress Report No. _____

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

Signature
Student

Signature
Industry Guide

GUIDE STUDENT MEETING RECORD

Student:
 Guide:
 Topic
 Organization

Contact No.
 Contact No.
 Contact Person.
 Designation
 Contact No.

Sr.	Date	Description	Signature of Guide/Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Presentation of Project work		
6		Submission of Final Draft of project report.		

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

Director

MBA - II Semester IV
Marketing Management
Paper IV - Sales Management and Advertising Management

1.	<p>Sales planning & 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,</p> <p>Personal Selling-Types of Personal Selling- personal Selling Process- Integration of Personal Selling with Other, Elements of the Marketing Communication Mix- Performance Evaluation of Personal Selling Efforts, Controlling sales personnel, Sales quotas and sales territories, Sales control and cost analysis – The sales audit – sales analysis – marketing cost analysis.</p>
2.	<p>Sales Promotion: Tools of sales promotion, methods of sales promotion, sales contest, Publicity, Public relation, Role of public Relations in Crisis Management, Direct selling Sponsorships, Exhibitions, Packaging, Point-of-Purchase Displays, Internet, Word-of-Mouth, Corporate Identity, Ethics in Sales Promotion.</p>
3.	<p>Mass Media Promotions: News Papers and Advertising- Magazines and Advertising- Radio and Advertising- Television and Advertising, 5 M's of Advertising: Types of media- Print-Broadcast-Outdoor-Transit.</p> <p>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- 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. Visualization & development of ads & creativity-Process of Visualization.</p>
4.	<p>Advertising Plan: Establishing Advertising Objectives, Setting the Advertising Budget Development a Media Strategy, Evaluating Advertising Effectiveness, Advertising Agency , Working of Agency Functions of Advertising Agency, Client agency Relationship, Selection of Advertising Agency Ethics in Advertising, Other Issues in Advertising: Comparative Advertisement- Corporate Advertising-Web Advertising</p>

Case studies should be discussed on topics given in syllabi.

- R.R.Still , E.W.Cundiff , N.A.P.Govani, 'Sales Management'
Charles Futrell, 'ABC's of selling'
S.A. Chunawala & K.C.Sethia, 'Foundations of advertising--Theory & Practice'
David A. Aaker & John G. Myers, 'Advertising Management'
Richard T. Hise, ' Effective salesmanship'
Rustum Davar, ' Sales Management'
Gerald A.Michaelson, 'Strategies for selling'
Forsyth Patrick, ' Sales Management Handbook'
Gini Graham & Scott, 'Building a Winning Sales Team'
Anderson, Hair and Bush, 'Professional Sales Management'

M.B.A.-II SEM.-IV
Financial Management -Paper IV
INVESTMENT MANAGEMENT

1.	<p>Investment Avenues, Characteristics & Investment Management Framework</p> <p>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.</p> <p>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.</p> <p>Investment Management Framework : Review of investment avenues, Specification of investment objectives, Formulation investment strategy, Selection of securities/assets, Performance Evaluation.</p>
2.	<p>Analytical Framework for investment in Share : Valuation of shares, Fundamental Analysis- Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis.</p> <p>Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, Efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.</p> <p>Random Walk Theory- Assumptions of Random Walk Theory, Random Walk and Efficient Market Hypothesis- Weak, semi-strong, strong market and its testing techniques.</p> <p>Introduction to BSE Sensitive Index and Nifty Index.</p>
3.	<p>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 v/s 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.</p>
4.	<p>Investment plans for individuals at various life cycle stages.</p> <p>Direct Tax: Concept, Contemporary Provisions affecting Individuals</p> <p>Life cycle Stages: A) Young unmarried stage B) Young Married stage I) Where both partners work II) If only one of the two partners earns the family living c) Young Married with Children Stage, D) Married with Older Children Stage E) Pre- retirement Stage F) Retirement Stage.</p> <p>Note :</p> <ol style="list-style-type: none"> 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 to be covered on following topics.

- 1) Risk and Return
- 2) Valuation of shares and Bonds
- 3) Preparation of Investment plans for Individuals at various stages of life cycle.

Books Recommended

1. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon; Pearson Education
- 2 Investment Management by Preeti Singh; Himalaya Publishing House
- 3 Investment Analysis and Portfolio Management- Prasanna Chandra- Tata McGraw Hill
- 4 Securities Analysis and Portfolio Management- V.A. Avadhani, Himalaya Publishing House
- 5 Securities Analysis and Portfolio Management-Punithavathy Pandian- Vikas Publishing house
- 6 Personal Investment & tax planning- N.J. Yasaswy; Vision Books Pvt. Ltd.
- 7 The basics of investing-Gerald Krefetz; Vision Books Pvt. Ltd.

MBA II Sem. IV
HRM
Paper IV EMPLOYEE RELATIONS AND LABOUR LAWS

1. **Industrial relations** - Origin and growth, forces affecting industrial relations, main actors in IR.
Theoretical Perspective of Industrial Relations:- Unitary, Pluralist, radical Trusteeship.
Industrial disputes- Causes of disputes, industrial disputes, industrial relations, machinery- measures for prevention and settlement for industrial disputes. Industrial Dispute Act 1947 Maternity Benefit Act 1961
2. **Ethical approach to industrial relations.**- trusteeship approach, codes in IR, disciplinary and grievance procedure. Non Employment matters: Strike lockout, layoff retrenchment VRS.
Industrial Employment (Standing Order) Act 1946
3. **Trade unions**- origin and development of trade union movement in India, registration of trade union, Trade Union act 1926, current trends in trade unionism- Trade unions and economic development, employers association in India. Central trade unions in India
4. **Integration for maintaining good industrial relations**-workers participation in management- meaning, forms of participation, Central Board of Workers' Education Scheme, Quality Circle-meaning, objective, structure, benefits and problems of QC TQM, total Quality and HR strategies, India and ILO

Collective bargaining process, prerequisites of collective bargaining, Health and Safety measures – Factories Act.

References-

1. Arun Monappa, Industrial Relations, Tata McGraw Hill Edition
2. Mamoria, Manoria, Gankar, Dynamics of Industrial Relation, Himalaya Publishing
3. C.S.Venkatta Ratnam, Industrial Relations Oxford Higher Education
4. R.C.Chawla K.C.Garg, Industrial Law, Kalyani publishers
5. B.D.Singh, Labour Laws for Managers, Excel Books

MBA PART-II Semester-IV
SYSTEM SPECILISATION
PAPER IV - BUSINESS PROCESS RE-ENGINEERING

Unit I Business Process Reengineering

Introduction & Conceptual foundation of BPR Need of BPR, BPR objectives Role of I.T .in BPR,

Reengineering Process: The emergence of reengineering concept, concept of business process, rethinking of BPR process, phases, Process visioning and mapping
Benchmarking, business process improvement, business process redesign, Man management of BPR implementation, Recognizing People and Managing Change. BPR and ERP.

Unit II ERP Evolution

Enterprise resource Planning: Evolution of ERP,MRP and MRP-II, Problems of system islands, need for system interaction and interface, early ERP packages, ERP products and markets, opportunities and problems in ERP selection and implementation, ERP costs.

Unit III ERP Implementation

ERP Implementation: benefits, team formation, role of consultant ERP, life cycle selection of ERP process of ERP implementation, Preparing IT infrastructure, Measuring benefits of ERP, Integrating with other systems, ERP, Modules and their subsystems.

Unit IV Related Technology

Introduction to various ERP products, SAP, SAP/R3, My SAP and SAP Subsystems , Features of SAP ERP. Introduction to Oracle ERP, Features of Oracle ERP, Subsystems in Oracle ERP Case studies on EPR & EPR implementation.

Reference Books:

1. ERP - Plak, Carol A., Eli Schragenheim (St. Lucie Press NY)
2. Reengineering Corporation – Hammer, Michael, Jamis Champney
3. Business Process Reengineering – Jayaraman M.S. (TMG)
4. Best Practices in Reengineering – Carr D.K. Johnanson H.J.(MGH)
5. Business Process Reengineering: Myth & Reality – Coulson Thomas C.
6. The Essence of Business Process Reengineering - Peppard J, Rowland P.(PH)
7. Process Innovation: Re-engineering Work Through Information Technology – Davenport T.H. (Harvard Business School Press)

MBA II Semester IV
Group D – Production Management
Paper IV : Global Operations & Logistics

I) Global Operations and logistics strategies:-

Global Operations & logistics - forms of globalization - operations and logistics flow management - Global Operations & logistics -An integrated approach to managing flows - The strategic framework - strategic role of operations & logistics.

II) Global operations & Logistics Planning:-

Supplier network development - Evolving concept of outsourcing- physical distribution - Channels of distribution in physical distribution- Global supply chain management -logistics Network Design for global operations.

III) Risk Management in Global operations:-

Operating exposure to exchange rate - factors that complicate the estimation of operating exposure- pricing strategies for exporting firms - global sourcing strategies under exchange rate uncertainty- Basic function of foreign exchange markets.

IV) Effective Management of Global Operations and logistics:-

Information Management for global logistics - performance measurement and evaluation in Global logistics – measuring performance in functional integration – organizational structures of global logistics Excellence.

Books Recommended.

1. Stanley E Fawcett, Lisa Ellram & Jeffrey A Ogden “ Supply chain management” from vision to Implementation.
2. Cecil C. Bozarth & Robert B. Handfield, “Introduction to operations and supply chain Management.”
3. John Coyle, Edward Bardi & C. John Langley “The Management of Business logistics- A Supply Chain Perspective.”

**MBA II [Semester-III]
Agricultural Business Management
Paper-IV: International Trade in Agriculture**

Preamble: International trade is vital to the Indian agricultural sector. The economic liberalization initiated in 1991, effected a significant change in Indian agricultural trade. The changes in composition, volume and direction of trade have to be examined in view of compulsions created by WTO commitments. Indian agriculture is increasingly being perceived as an unrewarding profession. However, the trade policy initiatives in various sectors of agriculture and the export promotion measures can turn agriculture into a profitable profession. The contents of this paper will provide basic framework and operational understanding of international trade in agriculture.

Objectives:-

1. To gain an understanding of important theoretical and applied issues in agricultural trade
2. To examine performance of India's agricultural trade.
3. To study International marketing system with quality and regulatory Standards for agricultural produce.

Contents:-

Unit No. 1: An Introduction to international trade

- Meaning, Scope, Theory of comparative cost advantage, Gains from trade;
- Trade Policies- Tariffs, quotas, subsidies;
- WTO agreements, Agreement on agriculture (AOA), WTO agreements & Indian Agriculture.

Unit No. 2: Present scenario of India's agricultural trade

- Performance of Indian agricultural trade -Composition, Volume and direction of trade,
- Share of agricultural products in total imports and exports of India,
- Problems and prospects of international trade of agricultural products.

Unit No. 3: Policy, Promotion and regulatory framework

- Agricultural trade policy of India, Foreign Trade Policy 2004-14, Agri- Export zones, Videsh Krishi Upaj Yojana,
- Export Promotion measures, Export promotion organizations- APEDA, MPEDA, FIEO, STC, MSAMB, Commodity boards.
- Regulating standards- Hazard Analysis and Critical Control Point (HACCP) Certification, Codex Alimentarius commission, Sanitary and Phytosanitary (SPS) measures, ISO 9000, ISO 14000.

Unit No. 4 : International Agri-marketing system

- International Agri-marketing channel system,
- Global business logistics- Modes of Transport, Sea transport, Containerization, Air transport
- Export- Import procedure and documentation, Marine insurance, Aligned Documentation System
- Use of ICT in International Agri-marketing

References:-

1. Introduction to agricultural economics- John Penson, Oral Capps, C Parr Rosson, Prentice Hall.
2. International Trade and Export Management- Francis Cherunilam, Himalaya Publishing House.2006
3. Export Import Procedures and Documentation- Dr. Khushpat S. Jain, Himalaya Publishing House. 2007
4. Indian Agriculture & Multilateral trading system- Brajesh Jha, Bookwell, New Delhi.
5. Small Exporter's Guide- S.P. Wagh, MCED, Aurangabad.
6. B.Bhattacharya, State of Indian farmer- A millennium Study in Agricultural export, Academic Foundation, New Delhi.2004
7. Agricultural Exports of India : Lessons from East Asia, Santosh Sachdev. New Century publication, New Delhi.2000
8. International Marketing- P.K. Vasudeva, Excel Books. 2006

Note: Students can refer websites of Department of commerce, GOI; APEDA, MPEDA, WTO etc. for latest updates.

M.B.A.-II SEM. III
PAPER-IV
RETAIL MANAGEMENT IN TEXTILE AND GARMENT

Objectives: 1) The objective is to critically analyze the retailing process, the environment within which it operates, and the institution and functions that are performed and to develop the knowledge useful for retail decision making.

UNIT I: Introduction- Retail Management

Introduction-Meaning , 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-Garment retail sector.

UNIT II : Retail Marketing

Retailing Selection of Retail Location, Role of families and women in retailing, Impact of Changing scenario of Indian household income, Changing Indian Consumer. Product Concept, Product Classification in Retailing. Types of Consumer Products, Product line and Mix. Retail Customer –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, 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

Introduction to the textile industry with respect to 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. International Retailers in India and Strategies. Mall management- Meaning, Types of Various retail formats. Factors influencing Malls Establishments. Indian Scenario for mall management.

Reference Books:

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

**MBA II Semester IV
Marketing Management
Paper V - Retail and Rural Marketing.**

1.	Retail Marketing: Introduction to retail, Factors behind the change of Indian Retailing industry- Economic growth, Classification of retailers: Store based and Non-store based retailers, Organised and Unorganised Retailing , business models in retail, theories of retail development, retail consumer, retail marketing mix, Store location and site evaluation, Store layout, design and visual merchandise, Customer Service, FDI and Retail in India.
2.	Retail Strategies, store management, managing the Retail Store: Store management, Role of Store managers, Retail Personnel Management Process, Cost controls, reducing inventory shrinkage, detecting and preventing shoplifting, retail franchising retail franchising, retail supply chain management. Organized retailing formats, Information system and Logistics, Ethical and Legal issues in retailing: Social responsibility, Environmental orientation, consumer relation and employee relations, Careers in Retailing: Employment opportunities, ownership opportunity.
3.	Rural Marketing: Introduction, Evolution of rural marketing , rural marketing environment, Rural infrastructure, Characteristics of rural marketing, STP for rural market, Rural Marketing mix challenges, Rural Marketing mix strategies, Rural logistics, Developing effective Rural communication organized rural retailing-ITC E-Choupal, Project Shakti, marketing of services in rural area. Rural buying behavior, Rural consumer behavior model Sources of Rural Finance- Credit Delivery Mechanism in Rural Finance: Multi Agency Approach-Regional Rural Banks (RRB) – Service Area Approach (SAA)-National Bank for Agriculture and Rural Development (NABARD), Microfinance, Self Help Groups, The future of Rural marketing in India.
4.	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.

A Sivakumar, 'Retail Marketing' Excel Books New Delhi

M A Shewan, 'Retail Management' Sonali Publications New Delhi

Suja Nair , 'Retail Management' Himalaya Publishing House Mumbai

S L Gupta , 'Retail Management' Wisdom Publications Delhi

Swapna Pradhan, 'Retailing Management' Tata McGraw-Hill Publishing Company Limited New Delhi

**M.B.A.-II SEM.-IV
FINANCIAL MANAGEMENT -PAPER V
INTERNATIONAL FINANCE**

1.	International Finance- Concept Scope of International Finance-Reserves, Balance of payment current Account, Convertibility. World Financial Markets and Institutions: International Banking, International Bond Market, International Equity Market.
2.	Foreign Exchange Market – Structure , Types of Transactions, Exchange Rate quotations and arbitrage between Exchange rate and Interest Rate Exchange Rate Mechanism- Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behavior. Risks in International Operations : Exchange rate risk, Interest rate risk and Political risk. Techniques Internal and Risks Management.
3.	Exchange Control Regulations Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers' Association of India. 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 of NRA.
4.	Financial Multinational Firm – Foreign Direct Investment, Cost of Capital and Capital Structure of a Multinational Firm - Capital Budgeting and Cash Management Multinational Firm - of – 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

Books Recommended

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

MBA- II Sem. IV HRM

Paper-V Strategic Human Resource Management and International Perspective

1. **Strategic HRM** – meaning, significance of strategic HRM, Difference between Strategic HRM and Traditional HRM & 5P Model of strategic HRM, strategic Human Resource Management Tools- Strategy Map, HR Scorecard, Digital dashboards, Translation Strategy in to HR policies and Practices. (15 hours)
2. **Strategic Human Resource Planning**-Meaning, Strategic planning and HR Planning Process of Strategic HRP-Mission, Vision & values Environment Analysis, Internal Analysis Formulating Strategy, Strategy implementation, Evaluation & Assessment. (15 hours)
3. **International HRM-Difference between Global & Domestic HRM, Strategic Global HR**-Purpose, selection orientation, ethnocentric polycentric geocentric, Repatriation career and personal problems, Compensations Performance appraisal of expatriates. HRM practices in India, France, China, USA, UK & Japan. (15 hours)
4. **International Industrial Relations Practices- Features of Labour**-Management Relations; MNCs and Industrial Relations Trends- some common practices/trends; Employees participation in management in France, Germany, Israel, Britain, USA & Japan; Recognition of Trade Union-Voluntary and Mandatory System; Impact of globalization on IR;HR outsource. (15 hours)

Reference Books

1. Human Resource Management – Gary Dessler & Bijou Varkkey
2. Human Resource Management –A south Asian Perspective – Snell, Bohlander, Vohra
3. Human Resource Management by V.S.P. Rao
4. International Human Resource Management –Subba Rao
5. International Human Resource Management-S.K.Bhatia

MBA PART-II Semester-IV
SYSTEM SPECILISATION
Paper V - KNOWLEDGE MANAGEMENT

Unit I Knowledge Management

Knowledge – Definitions of Knowledge, Data, information & knowledge, wisdom basic types of knowledge, knowledge analysis, knowledge life cycle, value of knowledge, knowledge acquisition tools, global knowledge economy. Organizational knowledge – types, knowledge indexing knowledge, – conversion knowledge mapping techniques

Knowledge Management- Definitions & specification, levels, targets, classification, information Management & knowledge Management, Knowledge Management, as best practice systems, Knowledge Management strategy, K-Careers.

Unit II Organizational KM and Designing Enterprise

Organizational knowledge management- need, benefits, drivers, approaches strategies, components and functions. Knowledge management in virtual organizations, knowledge management in the professions Knowledge management system – issues, challenges and benefits.

Organizational knowledge management architecture and implementation strategies developing applications organizational collaborative platforms.

Organizational knowledge management framework. Organizational knowledge measurement techniques, organizational implementation barriers.

Unit III KM Architecture

Designing Enterprise Knowledge Management System architecture - A multi layer architecture for Knowledge Management Systems, knowledge management in decentralized heterogeneous corporations, Web based knowledge management support for document collections.

Unit IV Tools For KM

Intelligent support systems- intelligent systems an A.I. comparing artificial and neural intelligence, conventional Vs. A.I. computing Fuzzy logic, Emerging technology, virtual reality.

Expert System: introduction, Need & Definition, Component Architecture, Application in Business.

Case studies on Organisational KM Systems

Reference Books:

1. Knowledge Management – Sudhir Warier, Vikas Publications.
2. Knowledge Management Systems – Stuart Barnes, Thomson Learning.
3. Key issues in the New Knowledge Management – J.M. Firestone, M.W. Mcelroy.
4. Developing Expert System for Business – Chandler/Liang.
5. Knowledge Management – Pankaj Sharma, APH Pub.

MBA II Semester IV
Production Management –
Paper V: World Class Production Management

Unit- I) World class manufacturing – environment, imperatives for success, – choice of technology, strategic discussions in manufacturing management.

Unit-II) Globalization with reference to manufacturing – Globalization in manufacturing organization – managerial challenges for future, state of international business attitude towards globalization

Unit-III) Emerging concepts – Supply chain management – quick response manufacturing, cellular manufacturing system, Agile manufacturing system- E manufacturing – IT based manufacturing system, various manufacturing related software's and their applications, FMS Group Technology

Unit-IV) Related aspects of manufacturing -

Environment pollution, global warming, occupational hazards and safety, corporate social responsibility of business.

Books Recommended:-

1. Management Today – Burton and Thakur
2. Operations Management – Hughes Chris
3. Programmed learning for Production and Operations Management – Buffa Elwood's.

MBA II [Semester-III] Paper-V: Agri-Business Finance Management

Preamble:- Agriculture and agri-business has been the main occupation in the Indian economy, where almost 70% of the population still depend on this sector for their livelihood. In recent times there has been a great change in the development of this sector, which has been responsible for raising the per capita income and also has been a major contributor to the National Income, in spite of the erratic behaviour of Nature, which is also partly responsible for the disparities in this sector. The globalization and post WTO scenario has also played its role in this development, which can be seen in the following chapters-

Objectives:-

1. Making the students aware of India's basic occupation and its role in contribution of the development of Indian Economy.
2. Making the students aware of the contribution to the Per Capita Income and National Income of our country
3. To encourage the student to be a part of the economy in this sector, making them aware that Primary sector is as important as the secondary and tertiary sectors.

Contents:-

Unit No. 1 : Introduction to Agriculture finance

- Meaning,
- Need, importance, scope,
- Principles of agriculture finance;
- Financial management for agri-business
- Accounting concepts,
- Farm accounting,
- Ratio analysis,
- Cash budget.

Unit No. 2 : Sources of Agri Finance

- Institutional Sources- SBI,
- NABARD,
- Regional Rural Banks, Commercial Banks,
- Co-operative Sector,
- Kisan credit cards (KCC)
- Non Institutional Sources.
- Defects of Non-Institutional Finance.
- Legal provisions to control the defects.

Unit No. 3 : Micro Finance

- Meaning,
- Importance and scope,
- Origin,
- Introduction of Micro Finance in India,
- Current status,
- Delivery models.
- Defects in Micro Finance.

Unit No. 4 : Financial Support to Agri-Business

- Budgetary provision to agri-business, Debt waiver and Debt relief.
- Agricultural subsidies,
- Crop Insurance,
- Agricultural taxation,
- Agricultural finance-Problems and remedies.

References :-

1. Indian Economy- S.K. Misra, V.K. Puri, Himalaya Publishing House.
2. Student Guide to Income Tax- Singhania, Taxman Publication
3. Indian Economy since Independence- Uma Kapila, Academic Foundation.
4. Banking Theory & Practice- Dr. P.K. Shrivastava, Himalaya Publishing House.
5. Direct Taxes- Singhania, Taxman Publication.
6. Agricultural Situation in India, GOI, Ministry of Agriculture New Delhi. Monthly Journal.
7. The Cooperator, NCUI, New Delhi, Monthly Journal.

M.B.A.-II SEM.-IV Textile Management 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) **Jashir 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".