

DKTE Society's
TEXTILE & ENGINEERING INSTITUTE
(An Autonomous Institute)
Rajwada, Ichalkaranji 416115

DEPARTMENT: MASTER OF BUSINESS ADMINISTRATION

CURRICULUM

Master of Business Administration Program (Textile)

Second Year

With Effect From

2018-19



**First Year PG Program in MBA - Textile
Semester-III**

Sr. No .	Course Code	Name of the Course	Teaching Scheme				Credits
			Theory Hrs/ Week	Tutorial Hrs/ Week	Practical Hrs/ Week	Total	
1	MTL227	Logistics and Supply Chain Management in Textile	3	1	-	4	4
2	MTL228	Textile Policies	3	1	-	4	4
3	MTL229	Economic Environment of Textile Industry	3	1	-	4	4
4	MTL230	Textile Production Management and Control	3	1	-	4	4
5	MTL231	Retail Management in Textile and Garment	3	1	-	4	4
Specialization Subject: I							
3		Paper 1	3	1	-	4	4
4		Paper 2	3	1	-	4	4
5		Paper 3	3	1	-	4	4
Specialization Subject: II							
6		Paper 1	3	1	-	4	4
7		Paper 2	3	1	-	4	4
8		Paper 3	3	1	-	4	4
Total			24	8	0	32	32

NOTE: Students should take any one specialization

Specializations:-

1. Marketing Management
2. Financial Management
3. Human Resource Management

List of Specialization Subjects:-

Subject Code	Marketing Management	Paper Number
MTL238	Contemporary Issues In Marketing	1
MTL239	Consumer Behaviour and Branding	2
MTL240	Business Strategies	3

Subject Code	Financial Management	Paper Number
MTL243	Financial Services and Banking	1
MTL244	Financial Decision and Restructuring	2
MTL245	Project Appraisal, Planning and Control	3

Subject Code	Human Resource Management	Paper Number
MTL248	Acquisition & Retention of Human Resource	1
MTL249	Human Capital Development	2
MTL250	Human Resource Compensation Management	3

MBA (TEX) Second Yr. SEM-III
MTL 227: Logistics and Supply Chain Management in Textile

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To learn the strategic importance of goods supply chain, design, planning, and operation for textile firm.
2.	To convey how supply chain drives may be used on a conceptual level during supply chain design, planning and operation to improve performance.
3.	To give the students knowledge of logistics and supply chain methodologies
4.	To understand types and terms involved in logistics management.

Course Outcomes	
At the end of the course students will be able to	
1.	Learn the strategic importance of goods supply chain, design, planning, and operation for textile firm.
2.	Understand supply chain drives and operation to improve performance.
3.	Understand logistics and supply chain methodologies
4.	Understand types and terms involved in logistics management.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Supply Chain Management Introduction, Concept, Objectives, Current scenario of scm in Textile industry. Drivers and issues in value chain, Value Chain Management in Textile, Bull Whip Effect and Causes. Supply Chain networks for apparel products. Supply Chain Decisions, Location, Production, Inventory & Transportation. Strategies and planning in SCM, Difficulties in implementation of SCM. Use of RFID (Radio Frequency Identification) in textile and apparel industry.	13

Unit 2.	Supply Chain Process Push and Pull View of Supply Chain Process.Apparel Sourcing: - Domestic, Foreign Sourcing.Resident Buying Office (RBO), Foreign Selling Agents ,Import Trade Fairs ,Liaison OfficeVendor analysis and its important in industry.	13
Unit 3.	Logistics Management Introduction, Concept and objectives of logistics management.Logistics management in Textile Industry.Types Of Logistics:-Procurement Logistics, Production logistics, Distribution Logistics, After Sales logistics, Disposal Logistics ,Third Party Logistics, Fourth Party Logistics, Emergency LogisticsGlobal Apparel Value Chain .– Best practices in Logistics Management Cases from Textiles and Apparel Industry.	13

Reference Books	
1.	Raghuram ,(2015), Logistics and Supply Chain Management , Laxmi Publication
2.	S. Chopra and Mendil,(2004),Supply chain management, strategy, planning and operation, Pearson Education, Asia.
3.	Donald J. Bowersox &David J. Closs,(2016),Supply Chain Management , McGraw Hill Education .
4.	Agarwal D K ,(2015),Textbook Of Logistics And Supply Chain Management,Unbound.
5.	Alan Rushton and Phil Croucher ,(2014),The Handbook of Logistics and Distribution Management: Understanding the Supply Chain, Kogan Page.



**MBA (TEX) Second Yr. SEM-III
MTL 228: Textile Policies**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To make students learn the government textile policies in India
2	To give the student knowledge of textile policies, rules and regulations about various sectors of Indian Textile Industry.
3	To study textile related enactment of Indian Textile Industry.
4	To learn about recent trends in textile industries globally.
5	To know the details of TUFS scheme, SITP and STPs.

Course Outcomes	
At the end of the course students will be able to	
1	Gain an understanding of various sectors of Indian textile industry.
2	Understand sector wise textile policies of centre and state government announced till date.
3	Understand the textile related enactments in India.
4	Analyze recent trends in textile industry in India.
5	Know TUFS (Technology Up gradation Fund Scheme), STIP (State Textile Integrated Parks) and SPVs (Special Purpose Vehicles). Eco-Friendly Textiles.

Course Contents		
Unit No.	Topics	Hrs

Unit 1.	Introduction To Textile Industry In India Pre and post Independence Scenario of textile industry in India. Handloom, Power loom and Mill Sectors , Jute sector, Silk and Sericulture sector, Woollen Sector, Garment Sector in India. Incentives for growth of the sectors. Khadi & Village Industries Commission (KVIC) related to textile.	13
Unit 2.	Textile Policies Integrated Textile Policy :-Textile Policies of 1978, 1981 and 1985. Review of Textile Policy 1985 by Abid Hussain Committee, Textile Policies of states like Gujrat, Maharashtra, AP and Tamilnadu. Indian Textile Policy, 2000 and its Salient Features, Multi-Fibre Policy 2005.	13
Unit 3.	Textile Related Enactments and Regulation Handloom Legislation and Rules, The Essential Commodities Act, 1955. Essential Commodities Act, 1995, <u>The Control Orders</u> :- Textiles Control Orders, Cotton Textiles order, Staple Fiber Order. The Textile Committee Act 1963, Cotton Ginning and Pressing Factories Act 1925. , Cotton Monopoly Act.	13
Unit 4.	Recent Trends in Textile Organizations under Ministry of Textiles and their role. Recent textile schemes like TUFS (Technology Up gradation Fund Scheme), STIP (State Textile Integrated Parks) and SPVs (Special Purpose Vehicles). Eco-Friendly Textiles. Sustainability in Textiles. Effluent Treatment Plants (ETP) and other pollution norms. Industrial Sickness and Infrastructure. FDI in textile Retail.	13

Reference Books	
1.	Somasekhar B.V. & Dr. Rajmogili A., "Textiles – Law & Policy", PMR Publications (P) Ltd., Secunderabad.
2.	Compendium of Textile Statistics 2000 Vol. II (International Data on Textiles) – Office of the Textile Commissioner Govt. of India – Ministry of Textiles, New CGO Building, 48, New Marine Lines, Mumbai.
3.	www.ministryoftextiles.gov.in/
4.	www.handlooms.nic.in/ www.textilescommittee.nic.in

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MBA (TEX) Second Yr. SEM-III
MTL229: Economic Environment of Textile Industry

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To familiarize the students with the impact of external environmental factors on business decisions.
2	To analyze seminal works in business environment applicable to textile industry.
3	To study global economic environment in textile management.
4	To learn role of MNCs and classification of MNCs.
5	To discuss practical case studies in textile industries.

Course Outcomes	
At the end of the course students will be able to	
1	Gain an understanding of various types of business environment.
2	Understand textile related business environment.
3	Understand global economic environment factors related to textile Industry.
4	Analyze recent trends in MNCs and its role.
5	Discuss classification of MNC in Textile industry.

Course Contents		
Unit No.	Topics	Hrs

Unit 1.	Business Environment Business:- A) Meaning and Scope of Business. B) Environment-Meaning and Scope. C) Economic Environment- Meaning, Nature, Factors influencing Economic Environment	13
Unit 2.	Textile Environment Pre and Post Independence Scenario, Effect of Prosperity and recession on Textile. Economic Scenario of Indian Textile Industry. Global Competitiveness and India's position in Textile .Market Diversification in Textile Industry in India.	13
Unit 3.	Global Economic Scenario in Textile:- Introduction and Economic Overview of World Textile Industry.Global Technological Environment in Textile.Mergers and Acquisitions in Textile.	13
Unit 4.	A) MNCs in Textiles Meaning of MNCs (Multinational Corporations), Features of MNCs, Classification of MNCs, Role of MNCs in developing countries, Machinery Manufactures and Garment Companies B) 2 Case Studies.	13

Reference Books	
1.	K. Aswathappa, "Essentials of Business Environment", Himalaya Publishing House.
2.	Agenda of Maharashtra Textile Industry' - published in editorial vol. 'An Agenda of Economic Reforms for the States in India', published by Serials Publications, 4830/24, Prahlad Street, Ansari Road, Darya Ganj, New Delhi-110 002.
3.	P.L. Mehta, "Managerial Economics" Sultan Chand and Sons, Educational Publishers, New Delhi – 110002.
4.	A.N. Agrawal, WishwaPrakashan – 26 th Edition 2000 Indian Economy – Problems of Development and Planning A Division of New Age International (P) Ltd. Publishers, New Delhi.
5	www.businessdictionary.com/definition/business-environment.html

MBA (TEX) Second Yr. SEM-III
MTL 230: Textile Production Management and Control

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To learn the strategic importance of goods supply chain, design, planning, and operation for textile firm.
2.	To convey how supply chain drives may be used on a conceptual level during supply chain design, planning and operation to improve performance
3.	To give the students knowledge of logistics and supply chain methodologies
4.	To understand types and terms involved in logistics management.

Course Outcomes	
At the end of the course students will be able to	
1.	Learn the strategic importance of goods supply chain, design, planning, and operation for textile firm.
2.	Understand supply chain drives and operation to improve performance.
3.	Understand logistics and supply chain methodologies
4.	Understand types and terms involved in logistics management.

Course Contents		
Unit No.	Topics	Hrs

Unit 1.	Procurement of Material Role of Purchasing and Materials management in Textile Industry. Purchasing procedure, Purchase planning for Fabric & Apparels. Sources of Supply of textile material Make or buy decision for Fabric and Apparels .Vendor Analysis, Purchase Price Determination of textile material while purchasing process. Negotiating for Purchasing /sub contracting, Evaluation of purchase performance. Difference between sourcing and outsourcing. Need and importance of outsourcing. Limitations of sourcing and outsourcing.	13
Unit 2.	Textile Production Process Manufacturing Scheduling of Spinning, Weaving, Chemical Processing and Garmenting of textiles. Ware housing and store keeping (Inquiry, Requisition/Indent, Quotation, Comparative Statement)	13
Unit 3.	Production Planning and Control (PPC) Meaning, Objectives and Importance, Capacity Planning For Spinning and Weaving. Garmenting. Master Production Schedule, Production Rates and Calculations, Machine Requirement Calculation, Essentials and desirable Facilities for manufacturing of Textiles. Safety and Maintenance-Breakdown and Preventive.Cases from Textile and Apparel Industry.	13
Unit 4.	Inventory Control Meaning, Objectives and Importance, Control of Raw Material, WIP, Finished Goods, Spares and Stores .Methods of Inventory Control. LIFO,FIFO,ABC Analysis	13

Reference Books	
1.	Ansari .A. and Modarress.B., “JIT Purchasing”, Free press.. 45) Farrington Band Waters, Derek.W. “Managing Purchasing”, London, Chapman and Hall.
2.	Baily P., “Purchasing Principles and Management”, Pitman.
3.	Burt, David.N., Englewood Cliffs “Proactive Procurement”, New Jersey, PHI
4.	Farrington Band Waters, Derek.W. “Managing Purchasing”, London, Chapman and Hall.
5.	Dobler, D.W. “Purchasing and Materials Management”, New York, McGraw-Hill.

MBA (TEX) Second Yr. SEM-III
MTL 231: Retail Management in Textile and Garment

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50

Total	100
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Course Objectives	
1.	To help the students to understand the To know the retailing process.
2.	To help the students to gain a basic understanding of retail formats.
3.	To help the students to study the concept of To gain a basic understanding of retail marketing.
4.	To help the students to study the concept of To develop an awareness of retailing concepts

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the retailing process
2.	Understand the basics of retail formats.
3.	Understand the basic concepts of retail marketing.
4.	Develop an awareness of retailing concepts.
5.	Understand about mall management.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	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	13
Unit 2.	Retail Marketing Retailing, Selection and Retail Location, Role of families and Women Impact of Changing scenario of Indian household income, Changing Indian Consumer, Product Concept, Product Classification in Retailing, Types of Consumer Products, Product line and Mix. Retail Customer - Retail market segmentation &Targeting and Positioning, E-retailing and its importance.	13
Unit 3.	Retailing Concepts Brand Management, Product Vs Brand, Stocks and Sales relationship, Average Inventory, and Planning -Markdowns, Mark-ups, 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	13

Unit 4.	Organization of Textile Retail Introduction to the textile industry with respect to retail ,Organization Structure of textile retail. Functions and process flow of Retail in Textile, Major Divisions and Responsibilities, Challenges, Opportunities, Growth Factor of Retail in Textile .FDI In Indian Retail and Importance-International Retailers In India and Strategies. Mall management-Meaning, Types of Various retail formats .Factors influencing Malls Establishments .Indian Scenario for mall management.Case studies in Indian retailing and abroad.	13
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Reference Books	
1.	Swapna Pradhan, (2007 & 2008), Retailing Management, 2nd edition ,TMH.
2.	D.L.Natrajan,(2016),Retail Management, Margham Publications
3.	Gibson Vedamani,(2003),Retail Management,Jaico Publishing House; Fourth edition
4.	U.C.Mathur, (2011),Retail Management, I K International Publishing House Pvt. Ltd
5.	Barry Berman&Joel R. Evans (2007), Retail Management: A Strategic Approach, Penguin Books Lt

MBA (Textile) Second Yr. SEM-III
Specialisation A – Marketing Management, Paper No 1
MTL238: Contemporary Issues in Marketing

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives

1.	To understand importance of various issues in the Marketing.
2.	To learn to service and social marketing.
3.	To understand the importance of MIS in the marketing.
4.	To understand the research tool for effective marketing..

Course Outcomes

At the end of the course students will be able to

1.	Make effective to understand various recent issues in the marketing.
2.	Write different types Marketing plans..
3.	Participate in group discussions effectively and also in the various case studies.
4.	Make effective towards awareness socio ethical issues while preparing marketing research.

Course Contents		
Unit No.	Topics	Hrs
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 scopes, Process- types, Service Blueprint, service process matrix, service recovery and empowerment	13
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,	13
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.	13
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, and packaging research.	13

References :-	
1.	Francis Cherunilam, ' International Marketing'
2.	Christopher Lovelock, 'Services Marketing'
3.	Keegan Warren J, Global Marketing Management
4.	Zeithaml, Bitner, Gremler&Pandit, 'Services Marketing'
5.	Helen Woodruff, 'Services Marketing'
6.	Zha S.M., ' Services Marketing'
7.	PatiDebashis, 'Marketing Research' Universities Press (India) Pvt Ltd.,
8.	Hyderabad., 2002.
9.	Beri, G.C, 'Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000.
10.	Cooper Schindler, 'Marketing Research, Concept & Cases'
11.	Paul Green, Donald Tull, Gerald Albarn, 'Research for Marketing Decisions'
12.	Nargundkar, 'Marketing Research'
13.	Donald S.Tull, Del I.Hawkins, 'Marketing Research – Measurement & Methods'

**MBA (Textile) Second Yr. SEM-III
Specialisation A – Marketing Management, Paper No 2
MTL239: Consumer Behaviour and Branding**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the concept of consumer behavior, factors influencing Consumer buying process and Models of C.B.
2.	To understand the concept of Industrial buying behavior, factors influencing for Industrial buying behaviour process.
3.	To understand the Role of Research in understanding consumer behaviour
4.	To explore the various issues related to Brand Management and to enhance the Understanding of branding and Strategic Brand Management Process.

Course Outcomes	
At the end of the course students will be able to-	
1.	Understand how different factors influences Consumer buying behaviour process and can prepare effective sales promotional activities accordingly.
2.	Understand how different strategies to be prepared to influence Industrial buyer.
3.	Understand and use online marketing, social media to influence Consumer Buying Decision Process.
4.	Understand how to develop a Brand and will understand strategic process behind brand management.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Introduction to consumer Behaviour: Concept and need for studying consumer behaviour, factors influencing Consumer buying process. Consumer Modelling: - The economic model, Learning model, psychoanalytic model, The sociological model, The Howard Sheath model of buying behaviour, The Nicosia model, The Engel –Kollat-Blackwell Model.	13
Unit 2.	Industrial Organization Buying Behaviour- Industrial buying process- Factors influencing industrial buying behaviour- Stages of industrial buying process	13
Unit 3.	Role of Research in understanding consumer behaviour:- Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Levels of Consumer Decision Making – Consumer Buying Decision Process, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages Situational Influences.	13
Unit 4.	Brand Management: Introduction to the concept of Brand Management: Brand –Meaning, Definition, Role of Brand- Advantages and Dis advantages of Branding, Branding- Meaning, Creation of Brands through goods, services, people, Organization. Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand management Process , Strong Indian Brands	13

Case studies in Indian context only
Practical Component:
1.Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
2.Students can prepare a questionnaire and do a survey on consumer buying behaviour and present the findings in the class.
3.Meet your friends and conduct a survey to find out the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?

References:-	
1	Leon Schiff man, Lesslie Kanuk- “Consumer Behavior” -, 10 th Edition, Pearson, 2010.
2	Del I. Hawkins, & Others- “Consumer Behavior: Building Marketing Strategy” –, 11 th Edition TMH.
3	Jay D. Lindquist, Joseph Sirgy- “Consumer behaviour” -, 1 st Edition, Cengage Learning.
4	David L. Loudon, Della Bitta- “Consumer behavior “-, 4 th Edition, McGraw Hill.
5	Raju M. S & Dominique Xardel- “Consumer Behavior” –, Vikas Publishing House.
6	Suja Nair- “Consumer Behavior in Indian Perspective”–, Himalaya Publications.
7	Sheth, Mittal- “ Customer Behavior: A Managerial Perspective” –, Cengage Learning.
8	Satish K. Batra & S H HKazmi- “Consumer Behavior”-, Excel Books.
9	Alok Kumar, Chhabi Sinha- “CRM” –, 7 th Edition, Biztantra.
10	Peru Ahamed & Sagadevan- “Customer Relationship Management”- Vikas Publishing.
11	Kumar Rajeev- “Consumer Behavior” –, Himalaya Publisher.

MBA (Textile) Second Yr. SEM-III
Specialisation A – Marketing Management, Paper No 3
MTL240: Business Strategies

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To study relationship with corporate vision, mission and objectives and strategic role of marketing.
2	To study market entry strategies and market growth strategies.
3	To study internet marketing and green marketing.
4	To study importance of CRM in business.

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the relationship between corporate vision, mission and objectives and strategic role of marketing.
2.	Understand market entry strategies and market growth strategies.
3.	Understand internet marketing and green marketing.
4.	Understand importance of CRM in business.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	<p>Overview of Marketing Strategy</p> <p>Concept, Relationship with Corporate Vision, Mission and Objectives, Strategic Role of Marketing, Industry/ business analysis and sustaining competitive advantage, Portar's five forces model.</p>	13
Unit 2.	<p>Core Marketing Strategies</p> <p>A) Product Life Cycle, Marketing strategies in Introduction stage, Growth stage, Maturity stage and Decline stage, Three levels of strategy, Choosing and targeting attractive market segments, Different targeting strategies.</p> <p>B) Market Entry Strategies- Pioneer Strategy and follower Strategy</p> <p>C) Growth Market strategies for Market Leaders –Marketing Objectives for leaders, Flanker Strategy, Confrontation Strategy, Market Expansion strategy, Contraction Strategy</p> <p>D) Growth Market strategies for Market followers- Marketing Objectives for followers, Frontal Attack Strategy, Leapfrog Strategy, Flank Attack, Guerrilla Attack, Bypass Attack.</p> <p>E) Special Marketing Strategies for Services Sector- Strategies for Market Leaders, Challengers, followers and niche marketers.</p>	13
Unit 3.	<p>Internet Marketing and Green Marketing</p> <p>A) Internet Marketing & E-Commerce- Meaning & importance of E-Commerce & Internet marketing, Benefits & limitations of internet marketing ,Marketing Strategies of Internet Marketing, Ethics in Internet Marketing.</p> <p>B) Green Marketing- Meaning & importance of green marketing, Issues involved in green marketing, Social responsibility towards environment, Government initiative for green marketing, Problems of green marketing, Green marketing strategies.</p>	13
Unit 4.	<p>Customer Relationship Management</p> <p>Concept of CRM, Process of CRM, Framework of CRM, Tangible components of CRM, CRM in services, CRM in product management, Zero customer defection, Customer loyalty, Customer loyalty development strategies.</p>	13

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

MBA (Textile) Second Yr. SEM-III
Specialisation B – Financial Management, Paper No 1
MTL243:Financial Services & Banking

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives

1	To understand the conceptual basis and major components of Indian Financial System.
2	To understand the Concept of Banking and banking transactions
3	To study and understand the concepts of Leasing and Credit Rating
4	To study and understand the concept of Financial Services.

Course Outcomes

At the end of the course students will be able to	
1	Understand the major components of IFS. Can work with these institutions and utilise the knowledge as entrepreneur for most business transactions.
2	Understand the Banking Functions of Commercial Banks, Universal Banking, and Core Banking, Can do banking transaction, online banking transaction for cash less transaction which is need of an hour.
3	Understand the Leasing concept and Credit Rating Meaning, Process, Rating Methodology, Rating Agencies, Rating Symbols of Rating Agencies which will help in financing the projects and building business more creditworthiness in market.
4	Understand how to start the business with the help of Venture Capital funding. Can use and invest in Insurance avenue to get the benefit of risk management.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Structure of Indian Financial System- Organizational structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/Intermediaries; Financial Instruments. Regulatory and promotional institutions.	13
Unit 2.	Banking – Banking system and structure in India- Evolution of Indian Banks-Types of banks, NBFC- Meaning, Major functions of NBFC.	13
Unit 3.	Banking Technology- Concept of banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque, NEFT-RTGS.	13
Unit 4.	Financial Services- Leasing: - Concept, Types of Lease. Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating agencies, Rating symbols of different companies. Venture Capital - Concept, Venture Capital Investment process, Dis-investment Mechanism. Insurance: Introduction to LIC, GIC and Private Insurance Companies,	13
Note:- Theory all units.		

References	
1	L.M.Bhole- "Financial Institutions and Markets" - McGraw Hill Education; 5 edition (8 May 2009).
2	Khan M.Y Indian Financial System- Tata Mcgraw Hill (2009).
3	Indian Financial System - Pathak, Pearson Education; 4 edition (2014).
4	Management of Financial Services - Bhalla V.K., Anmol Publications Pvt Ltd (1 December 2008).
5	Indian financial system and financial operations - Vasant Desai Himalaya Publishing House (2012).
6	Dr. M. A. Kohok, Dr. S.K. Mishra- "Advanced Financial Management"- Everest Publishing House- 15 th Edition (2011).

**MBA (Textile) Second Yr. SEM-III
Specialisation B – Financial Management, Paper No 2
MTL244: Financial Decision and Restructuring**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To explain the concept of capital structure and its decisions
2	To teach concept of leverage and different types of leverages
3	To explain concept of dividend and dividend policies
4	To explain bonus shares and its benefits

5	To teach merger acquisition and restructuring of a company
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Course Outcomes	
At the end of the course students will be able to	
1	Understand concept of capital structure and decisions based on it
2	To understand concept of leverage and different types of leverages
3	Understand concept of dividend and dividend policies
4	Understand bonus shares and its benefits
5	To understand merger acquisition and restructuring of a company

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	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.	13
Unit 2.	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	13
Unit 3.	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.	13
Unit 4.	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.	13
References:-		
1	Prasanna Chandra ,Financial Management- Fifth Edition, McGraw Hill Publication	

2	James C, Van Horne ,Financial Management– Seventh Edition - <i>Financial Times/</i> Prentice Hall;
3	Bhalla V.K , Financial Management and Policy, First Edition, S. Chand Publication
4	Khan and Jain ,Financial Management, fifth Edition , McGraw Hill Publication
5	I.M.Pandey, Financial Management, Eleventh Edition , Vikas Publication

MBA (Textile) Second Yr. SEM-III
Specialisation B – Financial Management, Paper No 3
MTL245: Project Appraisal, Planning and Control

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives

1.	To understand the Basics of Project Planning
2.	To understand the Financial Estimates and projections in projects
3.	To understand the Management of Cash
4.	To understand the Receivables Management
5.	To understand the Inventory Management

Course Outcomes

At the end of the course students will be able to

1.	Understand Generation and screening of project ideas, Market , Demand & Technical Analysis
2.	Identify the different sources of finance and Appraisal of Loan
3.	Understand Techniques of Cash Management and know the different cash management models.
4.	Understand the Receivables management
5.	Know the different inventory management techniques

Unit No.	Topics	Hrs
Unit 1.	Project Planning- Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Project Risk Analysis-sensitivity analysis – scenario analysis – Break even Analysis	13
Unit 2.	Financial Estimates and projections- Project Financing Long Term Financing, Appraisal of Term Loans by Financial Institutions short Term Sources of Finance, other Sources.	13
Unit 3.	Management Cash A) Motive for holding Cash, Objective of cash 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 polices Credit Standards & Credit Analysis Credit terms; Cash Discount; Collection Policies.	13
Unit 4.	Inventory Management- Objectives; Benefits of holding inventory, Techniques of inventory control-EOQ, stock Levels, Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to 'Export oriented unites' Note- Practical Problems will be asked from cash Budget; EOQ; Levels of Stock.	13

References:-	
1.	Prasanna Chandra (2014), "Projects, Planning, Analysis, Selection, Financing, Implementation, and Review", 8 th Edition, McGraw Hill Education
2.	A. Sahay & M.S.Chhikara, (2007), "New Vistas of Entrepreneurship: Challenges & Opportunities", Excel Books.
3.	P.V.Kulkarni & B.G.Satyaprasad (2000), "Financial Management", Himalaya Publishing House.
4.	Dr.R.P.Rustagi (2011), "Financial Management - Theory, Concepts and

	Problems”, 5 th Edition , Paper Back
5.	I.M.Pandey (2009), “Financial Management”, 9 th Edition, Vikas Publishing House Pvt Limited.
6.	R.P.Rustagi (2009), “Principles of Financial Management”, 6 th Edition, Papaerback.

MBA (Textile) Second Yr. SEM-III
Specialisation C – Human Resource Management Paper No 1
MTL248:Acquisition & Retention of Human Resource

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the job analysis, job description and specification, job design and team analysis.
2	Describe the HRP, HR demand and supply forecasting and, recruitment with its detail aspects.
3	Study and understand the selection with its different aspects and also induction program with its different aspect along with placement and socialization concept.
4	Study and understand the interviewing concept with its different aspects like types ,do’s and don’ts and procedure .

Course Outcomes	
At the end of the course students will be able to	
1	Understand the job analysis, job description and specification, job design and team analysis.
2	Understand the HRP, HR demand and supply forecasting and , recruitment with its detail aspects .
3	Understand the selection with its different aspects and also induction programme with its different aspect along with placement and socialization concept
4	Learn the interviewing concept with its different aspects like types, do’s and don’ts and procedure.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Job Analysis and Team analysis – Job analysis- Need, 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. Team analysis.	13
Unit 2.	Human Resource Planning and Recruitment- Human Resource Planning need and benefits, Recent trends in HRP, Factors affecting on HRP ,HR demand forecasting – HR supply forecasting, Recruitment –Process ,factors affecting on recruitment ,E-recruitment Modern sources and techniques of recruitment, Recent trends in recruitment , Assessment of recruitment program .	13
Unit 3.	Selection Human Resource- Meaning; Factors affecting selection decision, cost benefit analysis of selection and recent trends in selection Process-in detail, Placement, Induction Programme- Objective, benefit, Content of Induction Programme, meaning and Objective , phases of Induction Programme, Socialization-Concept, Phase of Socialization	13
Unit 4.	Interviewing: Types of interviews – Unstructured, structured, behavioral, Job related, stress full .Principles of interviewing – Do's and Don'ts, Interviewing procedure – preparation, setting – physical and mental, conduct of interview, close.	13

References:-	
1	P.Subba Rao (2011) Human Resource Management 5 th Ed Himalaya Publications.
2	Gary Dessler (2008) Human Resource Management 11 th ED Prentice-Hall of India Pvt .Ltd.
3	K. Aswathappa (2013) Human Resource Management- Text and Cases 7 th Ed Tata

	McGraw Hill.
4	VSP Rao (2006) Human Resource Management: Text and Cases 5 th Ed Excel Books.
5	H.Johan Bernardinand Joyee E.A Russel (2012)) Human Resource Management 6 th Edn Mc Graw –Hill publications.

MBA (Textile) Second Yr. SEM-III
Specialisation C – Human Resource Management Paper No 2
MTL249: Human Capital Development

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To help students understand evolution of the term HRD and its significance in business organizations.
2.	To acquaint students with the possible structures and functions for identifying training needs in an organization.
3.	To help students to understand various tools to measure development of employees in an organization.
4.	To make students understand the significance of new concepts like career opportunities, counselling, emotional intelligence in overall development of an employee of the organization.

Course Outcomes	
At the end of the course students will be able to	
1.	Differentiate the term HRD from conventional concepts like Personnel Management and HRM.
2.	Understand the framework of employee training and development in a typical business organization.
3.	Understand conventional as well as modern tools used to measure the development of HR in an organization.
4.	Understand emerging concepts like employee career opportunities, counselling, EI and

	their significance in 21 st century.
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	Course Contents	Hrs
Unit 1.	<p>Basics of HRD.</p> <p>Meaning and significance of Human Resource Development, Origin of HRD, Objectives, Relationship between Human Resource Management and Human Resource Development, Process of HRD. Roles and competencies of HRD professionals; Challenges in HRD, HRD Climate.</p>	13
Unit 2.	<p>Individual and Organizational Development.</p> <p>Individual Development: Concept, Importance of Training. Meaning and significance of training needs, Types of needs. Identifying training objectives, Determining structure, Content, Methods of Training (On the job and Off the job). Principles of Training.</p> <p>Management Development: Need and factors affecting management development, Methods and Process. Development beyond training.</p> <p>Organisational Development: Goals, Organizational change and its management. Resistance to change, process of change.</p>	13
Unit 3.	<p>Evaluation of HR Development.</p> <p>Meaning and reasons for Evaluating Training. Significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design.</p> <p>Evaluating HRD: HR Accounting (Objectives, Methods of Human Resource Accounting), HR Auditing (Scope, Process), Competency Mapping.</p>	13
Unit 4.	<p>Performance Appraisal and Counselling.</p> <p>Performance Appraisal– The need and significance. Setting employees performance objectives and goals, creating organizational conditions for improving employee performance. Methods of performance appraisal.</p> <p>Counselling – Performance Counselling, Career Counselling: Career Need Assessment, Career opportunities, Need opportunity Alignment.</p> <p>Emotional Intelligence – IQ Vs EQ, Creativity and its role in management.</p>	13

References:-	
1.	Edwin B.Flippo (1984),“Personnel Management”, Sixth Edition, McGraw-Hill International Editions.
2.	Garry Dessler (2015), “Human Resource Management”, 14 th Edition, Pearson Publications.

3.	K.Aswathappa (2009), “Human Resource Management”, Fifth Edition, Tata McGraw-Hill Publishing company Limited.
4.	Daniel Goleman (1995), “Emotional Intelligence”, Bantam Books Publications.
5.	Dr.B. Rathan Reddy (2008), “Effective Human Resource Training and Development Strategy”, Third Edition, Himalaya Publishing House.
6.	P.Subba Rao (2010), “Essentials of Human Resource Management and Industrial Relations”, Third Revised and Enlarged Edition, Himalaya Publishing House.

MBA Second Yr. SEM-III
Specialisation C – Human Resource Management Paper No 3
MTL250: Human Resource Compensation Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand importance, process and techniques of effective Job Evaluation..
2.	To learn to write all types of methods of job evaluation effectively.
3.	To understand the importance of wage and salary administration.
4.	To understand the importance of Government policies.

Course Outcomes	
At the end of the course students will be able to	
1.	Make effective to understand job evaluation method and worthiness of job.
2.	Write different types of job evaluation and salary wage structure in India
3.	Participate in role play regarding salary grievances.
4.	Give presentations and seminars on Government policies.

Course Contents		
Unit No.	Topics	Hrs

Unit 1.	Job Evaluation : Meaning, objectives, Principle Procedure, Methods/Techniques of Job Evaluation: Non- Quantitative, Advantages and Problem of Job Evaluation.	13
Unit 2.	Salary Administration : Meaning of Salary Administration, Purpose, Compensation, Reward, Salary level and salary structure in India, Determinants of establishing Strategic Wage plan, Rule of Wage administration Principle of Wage and Salary Administration Ingredients of good wage plan. Executive Compensation, Competency based pay, Challenges of Remuneration.	13
Unit 3.	Benefits for Human Resources Incentive– Meaning, Feature, Determinants, Incentive plan for Blue Collar Worker, Incentive plan for white Collar worker, Essential of effective Incentive Cafeteria Style Compensation, Employee Benefits: Pay for time not worked, vacation and Holiday, Severance pay, Insurance Benefits for Human Resources Incentive– Meaning, Feature, Determinants, Incentive plan for Blue Collar Worker, Incentive plan for white Collar worker, Essential of effective Incentive Cafeteria Style Compensation, Employee Benefits: Pay for time not worked, vacation and Holiday, Severance pay, Insurance	13
Unit 4.	Government Policies. Methods of wage Fixation in India: Minimum Wage Act, Payment of Wage Act, Equal Remuneration Act, wage Board pay commission Issue and Constraints in wage determination in India, Issue in Indian wage policy: Meaning and Importance of Bonus Act, Gratuity Act, PF, ESI, Workmen's Compensation Act.	13

References:-	
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. Diwed

**First Year PG Program in MBA - Textile
Semester-IV**

Sr. No .	Course Code	Name of the Course	Teaching Scheme				Credits
			Theory Hrs/ Week	Tutorial Hrs/ Week	Practical Hrs/ Week	Total	
1	MTL232	Project Planning & Entrepreneurship Development	3	1	-	4	4
2	MTL233	Business Policies and Strategic Management	3	1	-	4	4
3	MTL234	Apparel Merchandising	3	1	-	4	4
4	MTL235	Fashion Industry	3	1	-	4	4
5	MTL236	Quality Management for Textiles	3	1	-	4	4
6	MTD237	Project Report & Viva-Voce					4
Specialization Subject: I							
3		Paper 1	3	1	-	4	4
4		Paper 2	3	1	-	4	4
Specialization Subject: II							
6		Paper 1	3	1	-	4	4
7		Paper 2	3	1	-	4	4
Total			21	7	0	28	32

NOTE: Students should take any one specialization

Specializations:-

1. Marketing Management
2. Financial Management
3. Human Resource Management

List of Specialization Subjects:-

Subject Code	Marketing Management	Paper Number
MTL241	Sales and Promotion Management	4
MTL242	Retail & Rural Marketing	5

Subject Code	Financial Management	Paper Number
MTL246	Investment Management	4
MTL247	International Finance	5

Subject Code	Human Resource Management	Paper Number
MTL251	Industrial Relations & Legal Aspects	4
MTL252	Global & Strategic Human Resource Management	5

MBA (Textile) Second Yr. SEM-IV

MTL232: PROJECT PLANNING AND ENTREPRENEURSHIP DEVELOPMENT

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
5.	To help students to know and understand important concepts related to entrepreneurship.
6.	To help students to identify entrepreneurial skills in them by motivating them to become entrepreneurs.

7.	To make students understand the policy framework in India for entrepreneurship development.
8.	To provide students with the necessary information about launching of new enterprise and methods of project appraisal.

Course Outcomes	
At the end of the course students will be able to	
5.	Understand the significance of entrepreneurship in any economy.
6.	Understand the skills that shape an entrepreneur.
7.	Understand various schemes and institutions promoting entrepreneurship in India.
8.	Gain the necessary information about launching of new enterprise and different methods of appraising the business projects.

	Course Contents	Hrs
Unit 1.	<p>Entrepreneurship Perspectives</p> <p>Concepts of entrepreneur, entrepreneurship and start-ups. Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Entrepreneur Vs Manager, Entrepreneur Vs Entrepreneur. Benefits and potential risks of entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development.</p> <p>Creativity: Exercises on Creativity, Schumpeter's Theory, Peter Drucker's sources of Innovations.</p>	13
Unit 2.	<p>Project Planning and Management</p> <p>Feasibility Analysis: Feasibility analysis of industry, market, product/service and finance. Identifying legal structure. Selection of an appropriate legal structure: Sole proprietorships, partnerships, companies under section 25, franchising.</p> <p>Business plan: Significance, contents and presentation of Business Plan, Common errors in Business Plan formulation.</p> <p>Project Planning: Meaning and classification of Projects.</p> <p>Project Report: Contents and specimen.</p>	13
Unit 3.	<p>Institutions Supporting Entrepreneurs</p> <p>Introduction to small scale industry (SSI), Policies regarding SSI sector. Micro, Small and Medium Enterprises Development Act 2006. Concessions and Incentives, brief overview of financial institutions in India: SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC.</p> <p>Entrepreneurship Training and Development: Objectives of Training Programs, Contents and methods.</p>	13
Unit 4.	<p>Social and International Entrepreneurship</p> <p>Social Enterprise: Need, Types, characteristics and benefits of social</p>	13

	<p>enterprises/social entrepreneurship. Rural entrepreneurship: Need and problems of rural entrepreneurship, challenges and opportunities. Women entrepreneurship: Role of government.</p> <p>International Entrepreneurship: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, foreign direct investment.</p>	
Note: Case studies of Successful Entrepreneurs should be discussed in the class.		

Reference Books	
6.	Vasant Desai (2010), "The Dynamics of Entrepreneurship Development and Management", Sixth edition, Himalaya Publishing House.
7.	S.Anil Kumar, S.C. Poornima, Mini.K.Abraham and K.Jayashree (2003), "Entrepreneurship Development", First Edition, New Age International Publishers.
8.	Dr. S.S. Khanka (2013), "Entrepreneurial Development", Revised Edition, S. Chand and Company Ltd.
9.	Ashish Gupta (2010), "Indian Entrepreneurial Culture", First Edition, New Age International Publishers.

MBA Second Yr. SEM-IV
MTL 233: BUSINESS POLICIES AND STRATEGIC MANAGEMENT

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand importance of various issues in the strategy formulation.
2.	To learn Business Policy and Strategic Management..

3.	To understand the importance of Strategic thinking in the competitive era.
4.	To understand the strategic tool for success any type of industry.

Course Outcomes	
At the end of the course students will be able to	
1.	Make effective to understand various recent issues in the strategic management.
2.	Formulate different types strategic formulation.
3.	Participate in group discussions effectively and also in the various case studies.
4.	Make effective towards awareness socio ethical issues while preparing strategic planning and policies.

Unit No.	Course Contents	Hrs
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, Organizational appraisal, strategic advantage analysis	13
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, SWOT analysis, GAP analysis, Porter's five forces model, Value-chain analysis, Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand Strategy Matrix.	13
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.	13
Unit No. 4	Strategic Evaluation and Control Overview, Strategic Control, Techniques of strategic evaluation and control, Strategies for the Bottom of the Pyramid, Digitalization strategies, Tailoring strategy to fit specific industry and company situation.	13

References:-

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

**MBA (TEX) Second Yr. SEM-IV
MTL234: Apparel Merchandising**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
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| 1. | To understand the concepts of merchandising and levels of merchandising. |
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2.	To make difference between buyer and merchandiser.
3.	To learn planning and controlling function of merchandising.
4.	To make the students familiarize with concepts like buying cycle and merchandising plan.

Course Outcomes

At the end of the course students will be able to

1.	Understand the concepts of merchandising and levels of merchandising.
2.	Make difference between buyer and merchandiser.
3.	Understand learn planning and controlling function of merchandising
4.	Familiarize with concepts like buying cycle and merchandising plan.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Merchandising- Concept of Merchandising, Apparel Merchandising, Levels of Merchandising. Marketing Vs Merchandising, Six rights of Merchandising, Merchandising Structure.	13
Unit 2.	Buyer & Merchandiser Concept of Buyer, Qualities of Fashion Buyer, Work Area of Fashion Buyer. Difference between Buyer & Merchandiser, Qualities , Work Area and Job of Merchandiser.	13
Unit 3.	Buying Pattern Meaning, Types and Buying pattern process:-Central Merchandising plan-Advantages, Disadvantages (Warehouse and Requisition Plan, Price agreement Plan, Planning and Controlling Function- Use, Period and Procedure of plan)	13
Unit 4.	Buying Cycle and Merchandising Assortment - Meaning of Buying Cycle, Types of Buying-Season wise Buying,, Phases and Transitional, Comparative Shopping ,Directional Shopping, Line Range Review, Final Order Placement.)	13

Reference Books

1.	<u>Swapna Pradhan</u> , (2009), Retail Merchandising, McGraw Hill Education; 1 edition.
2.	<u>Robin Mathew</u> , (2008),Apparel Merchandising, Book Enclave Publishers
3.	Doris H Kincade , Merchandising of fashion products , Pearson
4.	<u>Tim Jackson</u> and <u>David Shaw</u> ,(2000),Mastering fashion buying and merchandising, Palgrave Macmillan

5.	<u>David Shaw</u> and <u>Dimitri Koumbis</u> , (2013), Fashion Buying: From Trend Forecasting to Shop floor, Bloomsbury Publishing India Private Limited; Nil edition
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MBA (TEX) Second Yr. SEM-IV
MTL 235: Fashion Industry

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To know latest trends in domestic and international fashion in Textiles
2.	To develop and initialize a fashion vocabulary and basic concepts.
3.	To introduce the students about fashion industry.

4.	To help the students to understand the fashion business
5.	To make students familiarize with concepts of visual merchandising.

Course Outcomes	
At the end of the course students will be able to	
1.	Understand latest trends in domestic and international fashion in Textiles.
2.	Develop and initialize a fashion vocabulary and basic concepts.
3.	Understand about fashion industry.
4.	Understand the fashion business.
5.	Understand concepts of visual merchandising.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Basics OF Fashion: Meaning, Main Principles and Dynamics of fashion ,Fashion Vocabulary-(Fashion, Accessories Avant-Garde, Classic, Design, Draped, Fad or Craze, Haute Couture, Ready to wear, Style, Tailored, Trend, Wardrobe),Introduction to Fashion Trends, Design concept and Types- Mass Market and High Fashion	13
Unit 2.	Design and fashion:- Meaning of Design, The Design Process, Elements of Principles of Design, Fashion Industry Segments, Types of Fashion, Activities in Fashion Forecasting ,Fashion Cycle-Body Shape, Form, Structure, Proportion, Harmony, Color Wheel, Primary, Secondary, Intermediate Colors Basic Color Schemes-(monochromatic, analogous, complementary, split complementary, triad) Classification of Apparels-Men's Wear, Women's Wear, Kids Wear. Indian fashion culture and western fashion culture, Role of Fashion Designer	13
Unit 3.	Fashion industry Various Fashion Houses in India & Abrod.Famous fashion designers in India and their collection. Famous fashion designers other than India and their collection. Fashion Shows and Events. Indian Fashion Trends, Fashion Products and Trade Associations, Fashion Magazines	13
Unit 4.	Visual Merchandising Objectives, Purpose, Meaning and Scope of Visual Merchandising, Concept of Visual Merchandising :- (Walks and Entry, Landscaping, Window Display. Interior Presentation, Signage's, Themes, Props, Color and Lighting Props, Store Image. Store Exterior, Store Interior, Store Layout, Store Décor, Merchandise Presentation. Types of Displays	13

	Design and Visual Merchandising, Cooler, Line, Shape, Texture, and Light	
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Reference Books	
1.	Doris H.Kincade (2009),Merchandising of fashion products, Pearson; 1 edition
2.	Jasbir Kaur & Colin Gale ,(2004), Fashion And Textiles: An Overview, Berg Publishers
3.	Jenny Udale & Richard Sorger ,The fundamentals of fashion,AVA Publishing (2007).
4.	Swati Bhalla , Anuraag Singhal,(2009),Visual Merchandising, McGraw Hill Education
5.	Alice Mackrell & Beth Hancock, (25 August 2014) ,The Fashion Book, Phaidon Press; New edition

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MBA (TEX) Second Yr. SEM-IV
MTL 236: Quality Management for Textile

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand Quality Management concept.
2	To study Total Quality Management in detail.
3	To study test procedures involved in yarn, fabric and garment evaluation.
4	To learn about ISO and various statistical tools used for quality control in textile

	industries.
5	To know the details of defects in fabric quality and their remedial measures for prevention.

Course Outcomes	
At the end of the course students will be able to	
1	Gain an understanding of evolution of quality management.
2	Understand total quality management applicability in textile industry.
3	Understand tools and techniques in TQM.
4	Satisfy the needs of customer and supplier partnership.
5	Understand defects in fabric quality and their remedial measures for prevention..

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Quality Management and TQM: Introduction to quality management, Basic concepts of Total Quality Management (TQM), Principles of TQM. Leadership – Concepts, Role of Senior Management, Deming Philosophy and 14 principles, Juran's Trilogy, Barriers to TQM Implementation. Application TQM in textile industries.	13
Unit 2.	Employee Involvement in TQM: Employee Involvement – Motivation, Empowerment Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement. Principles of Customer satisfaction – Sources of CS, Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention. Supplier Partnership – Partnering, Sourcing, Supplier Selection, Supplier Rating, Relationship Development.	13
Unit 3.	TQM Tools and Techniques: PDCA Cycle, Principles-Zero defects-POKA-YOKE-Quality circles. Kaizen, Performance Measures, Basic Concepts, Strategy for Performance Measure. Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, and Benefits. FMEA and FMECA (Failure Mode, Effects and Criticality Analysis) Concept, Stages and Types of FMECA-Process, product, system	13
Unit 4.	TQM Awards and Enterprise Applications: A. The Malcolm Baldrige National Quality Award (MBNQA), Sundaram Clayton - Deming Prize, TQM and ERP, TQM and SCM, TQM and CRM, TQM and BPR.	13

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



**MBA (TEX) Second Yr. SEM-IV
MTD237: Project Report and Viva Voce**

Teaching Scheme	
Total Credits	4

Evaluation Scheme	
ISE	50
SEE	50
Total	100

<p>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</p>
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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.

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
6. Seat Numbers from the University along with the marks of internal credit from theory and practical to be communicated for all other courses.
7. 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.
8. Student should not use logos and name of company on the project report pages.
9. Header and Footer shall consist of university name and institute name respectively. No other information should be included in the Header and Footer.
10. 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) Acknowledgements.
- d) 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 III – Company Profile

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

- a. Questionnaires used for collecting information.
- b. Schedules used for collecting information.
- c. Tables formed for presenting the data.
- d. Documents/forms etc., refereed 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) inarea.

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

GUIDE STUDENT MEETING RECORD

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

D. K .T. E. Society's Textile and Engineering Institute, Ichalkaranji
Department of Management Studies

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

Director

MBA (Textile) Second Yr. SEM-IV
Specialisation A – Marketing Management, Paper No 4
MTL241: Sales and Promotion Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To study sales planning, control, forecasting and sales analysis.
2	To study sales promotion, publicity, personal selling and direct marketing.
3	To study advertising management as strong promotion tool.
4	To study working of advertising agencies.

Course Outcomes	
At the end of the course students will be able to	
1	Understand sales planning, control, forecasting and sales analysis.
2	Understand sales promotion, publicity, personal selling and direct marketing.
3	Understand advertising management as strong promotion tool.
4	Understand working of advertising agencies.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Sales planning & Control A) Introduction to Sales Management - Sales management functions, Sales organization, Types of sales organization. B) Sales forecasting - Meaning, Importance, Types of forecasting, Methods of Sales forecasting. C) Sales quotas and sales territories - Sales control and cost analysis, Sales audit, Sales analysis, Marketing cost analysis.	13
Unit 2.	Promotion Mix A) Sales Promotion- Introduction, Tools of sales promotion, Methods of sales promotion, Ethics in Sales Promotion	13

	<p>B) Publicity-Public relation, Role of public Relations in Crisis Management</p> <p>C) Personal Selling-Types of Personal Selling- Personal Selling Process- Integration of Personal Selling with Other, Qualities of successful salesman with reference to consumer Services, Performance Evaluation of Personal Selling Efforts, Controlling sales personnel</p> <p>D) Direct selling- Sponsorships, Exhibitions, Point-of-Purchase Displays, Internet, Word-of Mouth</p>	
Unit 3.	<p>Advertising</p> <p>A) Introduction, Importance, Advertising Decision Process,5 Ms of Advertising, News Papers and Advertising, Magazines and Advertising, Radio and Advertising, Television and Advertising,</p> <p>B) Media Strategy-Types of Media-Print Media, Broadcast Media, Transit Media, Other Media, Advertising Media Strategy, Media cost & media ability, Media reach, Media Frequency, Media Planning.</p> <p>C) Message Strategy- Message design & development, Message appeals, Types of Appeals- Rationale-Emotional-Moral-Direct & indirect appeal, Message Structure-positive Negative-One sided-Two sided, The layout of print advertisement- Components- Background-Border-Caption-Heading-Illustration Photography – Name plate or company, Logo-Price-Product-Slogan-Space Balance Increment formats of layout. Problems of reaching in rural audience and markets through advertisements.</p>	13
Unit 4.	<p>Advertising Agencies</p> <p>Establishing advertising objectives, Setting the advertising budget, development a media strategy, Evaluating advertising effectiveness, Advertising Agency - Types of advertising agencies, Functions of Advertising agency, Client agency relationship, Ethics in advertising.</p>	13

References:-	
1	Spiro Stanton Rich, 'Managing of Sales Force', 11/e, TMH, 2003.
2	Dr. S. L Gupta, 'Sales & Retail Management, an Indian perspective', 1/e, Excel Books, 2007.
3	P.K Sahu & K C Raut, 'Salesmanship and Sales Management' 3/e, Vikas Publishing House3.
4	Douglas J Dalrymple, William L Crowe, 'Sales Management', John Wiley & Co
5	Charles, Futrell, 'Sales Management', 6/e, Thomson South Western, 2003.
6	Tapan K. Panda & Sunil Sahadev, 'Sales & Distribution Management', 6/e, Oxford University Press.
7	A. Nag, 'Sales & Distribution Management', McGraw Hill, 2013
8	Belch and Belch, 'Advertising and Promotions IMC Perspectives', 9/e, Tata McGraw Hill, 2012.
9	Clow, Baack, 'Integrated Advertising, Promotion, and Marketing Communications', 3/e, Pearson Education, 2007.
10	Chunawalla & Sethia, 'Foundations of Advertising', HPH, 2007
11	Rajeev Batra, John G Myers & Aaker, 'Advertising management', 5/e, PHI, 2007.
12	Sangeeta Sharma & Raghuvir Singh, 'Advertising', PHI, 2006.

MBA (Textile) Second Yr. SEM-IV

**Specialisation A – Marketing Management, Paper No 5
MTL242: Retail and Rural Marketing**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand retail marketing concept.
2	To read and analyse retail outlet formats and retail marketing mix.
3	To study retail management in detail.
4	To study and understand retail strategies in retail management
5	Study and understand rural market potential in India and rural marketing opportunities and challenges.

Course Outcomes	
At the end of the course students will be able to	
1	Gain an understanding of retail marketing.
2	Read and analyze seminal works in retail outlets functioning and retail marketing mix.
3	study the retail strategies in retail management
4	Analyse rural marketing environment in India.
5	Understand scope of rural marketing in India.

Course Contents		
Unit No.	Topics	Hrs
Unit 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, <u>E-retailing-potential of online shopping</u> , theories of retail development, retail consumer, retail marketing mix, Store location and site evaluation, Store layout, design and visual merchandise, Customer Service, <u>FDI and Retail in India.</u>	13

Unit 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 supply chain management. Information system and Logistics, Ethical and Legal issues in retailing: Social responsibility, Environmental orientation, consumer relation and employee relations, Careers in Retailing:	13
Unit 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 consumer behaviour model. Sources of Rural Finance- Credit Delivery Mechanism in Rural Finance: Regional Rural Banks (RRB) National Bank for Agriculture and Rural Development (NABARD), Microfinance, Self Help Groups, The future of Rural marketing in India.	13
Unit 4.	Marketing of agro based products. Marketing of Agricultural Inputs, agricultural products, non farm products, Farm equipments. Concept of co-operative Marketing – features & objectives of cooperative Marketing in agriculture – problems of farmers in co-operative Marketing	13

References:-

1	Suja Nair :- ‘Retail Management’- Himalaya Publishing House Mumbai.
2	A Sivakumar, ‘Retail Marketing’ - Excel Books New Delhi.
3	M A Shewan, ‘Retail Management’- Sonali Publications New Delhi.
4	S.L .Gupta , ‘Retail Management’- Wisdom Publications Delhi.
5	Swapna Pradhan, ‘Retailing Management’ - Tata McGraw-Hill Publishing Company Limited New Delhi

Specialisation B – Financial Management, Paper No 4
MTL246: Investment Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the Investment Management Framework
2	To understand the Concept of Analytical Framework for investment in Share
3	To study and understand the Debt and Mutual Fund as Avenues of Investment
4	To study and understand the concept of Investment plans for individuals at various life cycle stages.

Course Outcomes	
At the end of the course students will be able to	
1	Understand the basic Concept Investment students will be able to make an investment in different marketable and non marketable investment avenues available in India.
2	Understand the Valuation of shares, Fundamental Analysis, Technical Analysis-Portfolio Analysis for making investments in different avenues.
3	Understand the Debt Instruments, Mutual funds as an avenue for investment and able to analyze the types and various schemes according to various objectives of investor
4	Understand the term Direct Tax, Concept; Contemporary Provisions affecting Individuals Life cycle Stages for investment purpose.

Unit No.	Course Contents	Hrs
Unit 1.	<p>Investment Avenues, Characteristics & Investment Management Framework</p> <p>Investment: Attributes, Investment and speculation, Features of a good investment, Investment Avenues available in India</p> <p>Risk and Return—</p> <p>Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns.</p> <p>Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with multi Assets.</p>	13
Unit 2.	<p>Analytical Framework for investment in Share :</p> <p>Valuation of shares, Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis</p> <p>Technical Analysis-Portfolio Analysis - Portfolio Selection- Feasible set of portfolio, efficient set of portfolio- The Efficient Frontier, Selection of optimal portfolio.</p>	13
Unit 3.	<p>Debt and Mutual Fund as Avenues of Investment</p> <p>Debt Instruments-</p> <p>Risk in Debt, Innovations in Debt Securities, and Introduction to concept of Bond Valuation, Bond Yields- Current Yield, and Yield to Maturity</p> <p>Mutual Funds - Concept, Advantages of MF, Role of AMFI, Types of Funds, Investment in MF</p>	13
Unit 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</p>	13

Note:

1. Individuals under various tax brackets may be considered while preparing Investment plan for above categories.

2. Tax provisions applicable to individual related to investment should be studied for the current Assessment year. E.g. For the academic year 2003-2004, applicable Assessment Year will be 2004-2005.

Problems to be covered on following topics-

1) Risk and Return

2) Preparation of Investment plans for Individuals at various stages of life cycle.

Practical Components:

• A Student is expected to trade in stocks. It involves an investment of a virtual amount of Rs.10 lakhs in a diversified portfolio and manage the portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given (to beat an index).

• Students should study the functioning of stock exchange.

• Students can do Macro Economic Analysis for the Indian economy, Industry Analysis for Specific Sectors. Company Analysis for select companies.

• Practice Technical Analysis - Students can study the mutual funds schemes available in the market and do their Performance evaluation.

References:-

1	Donald E. Fischer- "Security Analysis and Portfolio Management" –Pearson Education; 6 edition (2002)
2	Preeti Singh- "Investment Management"- Himalaya Publishing House
3	Prasanna Chandra- "Investment Analysis and Portfolio Management" – Tata McGraw Hill
4	V.A. Avadhani- :Securities Analysis and Portfolio Management, Himalaya Publishing House
5	Punithavathy Pandian- "Securities Analysis and Portfolio Management" – Vikas Publishing house
6	N.J. Yasaswy- "Personal Investment & tax planning"- Vision Books Pvt. Ltd.
7	Vyuptakesh Sharma-"Fundamentals of Financial Management" – Pearson Publication 1 st Edition, 2012

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MBA (Textile) Second Yr. SEM-IV
Specialisation B – Financial Management, Paper No 5
MTL247: International Finance

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1.	To understand the Basic concept of International Finance
2.	To understand the Foreign Exchange Market and Risk in International Market
3.	To understand the Exchange Control Regulations
4.	To understand the Multinational Capital Budgeting and International Taxation

Course Outcomes	
At the end of the course students will be able to	
1.	Understand the Basic Concept of International Finance with world Financial Market and Institutions
2.	Identify the different different foreign exchange market and analysis of different transactions and International Risk
3.	Understand Exchange control bodies and regulations
4.	Understand the Multinational Capital Budgeting and International Taxation

Course Contents		
Unit No.	Topics	Hrs
Unit 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. Globalization and its impact. WTO and its impact.	13 Hrs.

Unit 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 Behaviour. Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar. Risks in International Operations: Exchange rate risk, Interest rate risk and Political risk. Techniques Internal and Risks Management.	13 Hrs.
Unit 3.	Exchange Control Regulations- Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers Association of India. Export Import Financing Mechanism – Buyer Credit – Suppliers Credit Financing in foreign currency for exports and rupee finance Non resident Accounts: Repatriable and Non Repatriable, Significance of NRA. Indian perspective-FEMA	13 Hrs.
Unit 4.	Financial Multinational Firm – Foreign Direct Investment, Cost of Capital and Capital Structure of a Multinational Firm -Capital Budgeting and Cash Management of Multinational Firm Country Risk Analysis –International Taxation – Double Taxation Avoidance Agreements	13 Hrs.
	Note- Problems should be covered on following topics only. a) Exchange Rate quotations and arbitrage b) Determination of exchange rate in spot market and forward market. c) Techniques of covering risks d) Multinational Capital Budgeting	

References:-	
1.	Cheol Eun & Burce Resnick (2007) “International Financial Management”, McGraw-Hill Companies, 4 th Edition.
2.	Alastair Watson, Paul Cowdell ,(1997) “Finance of International Trade”, Chartered Institute of Bankers, 6 th Edition
3.	A.V.Rajwade , (2014) “Foreign Exchange International Finance Risk Management”, Arizona Business Alliance; 5th edition
4.	P.G.Apte, (2010) “International Financial Management”, Tata McGraw-Hill Education
5.	V.A. Avadhani, (2001)Global Business Finance, Himalaya Publication, 1 st Edition
6.	P.K Jain, Josette Peyrard & Surendra S Yadav, (2013), "International Financial" Management, Trinity Press

MBA (Textile) Second Yr. SEM-IV

**Specialisation C – Human Resource Management Paper No 4
MTL251: Industrial Relations and Legal Aspects**

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
5.	To understand importance of industrial relation.
6.	To learn modern HR Practices.
7.	To understand the importance Trade Union.
8.	To understand the importance of Constitutional frame work.

Course Outcomes	
At the end of the course students will be able to	
5.	Make effective to know how to maintain IR.
6.	Implement modern HR Practices in the industries..
7.	Participate in group discussions effectively to understand the role of trade union in India.
8.	Make the students to understand Constitutional frame work and corporate laws..

Course Contents		
Unit No.	Topics	Hrs
Unit 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. Modern HR Practices -Quality Circle-meaning, objective, structure, benefits	13

	and problems of QC,TQM, total Quality and HR strategies.	
Unit 2.	Ethical approach to industrial relations.- trusteeship approach, codes in IR, disciplinary and grievance procedure. Non Employment matters: Strike lockout, layoff retrenchment VRS.	13
Unit 3.	Trade unions– origin and development of trade union movement in India, registration of trade union, , current trends in trade unionism-Trade unions and economic development, employers association in India. Central trade unions in India	13
Unit 4.	Constitutional framework and IR -workers participation in management- meaning, forms of participation, Central Board of Workers' Education Scheme, Legal Aspect and IR-India and ILO Collective bargaining process, prerequisites of collective bargaining, Health and Safety measures – Factories Act. Industrial Dispute Act 1947 ,Maternity Benefit Act1961, Industrial Employment (Standing Order) Act 1946, Trade Union act 1926	13

References:-	
1.	Arun Monappa, Industrial Relations, Tata McGraw Hill Edition
2.	Mamoria, Manoria, Gankar, Dynamics of Industrial Relation, Himalaya
3.	C.S.Venkatta Ratnam, Industrial Relations Oxford Higher Education
4.	Contitution Of Inda By Adv. S.K.PAL.Current publication Mumbai,Part-IV,Principles of State Policies
5.	R.C.Chawla K.C.Garg, Industrial Law, Kalyani publishers
6.	B.D.Singh, Labour Laws for Managers, Excel Book

Specialisation C – Human Resource Management Paper No 5
MTL252: Global and Strategic Human Resource Management

Teaching Scheme	
Lectures	3 Hrs. /Week
Tutorial	1 Hrs. /Week
Total Credits	4

Evaluation Scheme	
ISE	20
SE-I	15
SE-II	15
SEE	50
Total	100

Course Objectives	
1	To understand the strategic HRM at different levels and SHRM tools.
2	To understand the strategic planning process, corporate level strategies and HR strategies, Merger and acquisition strategies.
3	To study and understand the difference between international HRM and domestic HRM and HR practices at UK, India and Japan.
4	To study and understand the International Industrial Relations with its different aspects and Recognition of Trade Union with its different aspects respectively.

Course Outcomes	
At the end of the course students will be able to	
1	Understand the strategic HRM at different levels and SHRM tools.
2	Understand the strategic planning process, corporate level strategies and HR strategies, Merger and acquisition strategies.
3	Study of the difference between international HRM and domestic HRM and HR practices at UK, India and Japan.
4	Study and understand the International Industrial Relations with its different aspects and Recognition of Trade Union with its different aspects respectively.

Course Contents		
Unit No.	Topics	Hrs
Unit 1.	Strategic HRM – Meaning, significance of strategic HRM, Difference between Strategic HRM and Traditional HRM , Corporate level strategies ,Functional level strategies, Strategic business unit Strategic Human Resource Management Tools- Strategy Map, HR Scorecard ,concept KRA, concept of KPI, Digital dashboards,	13

	Translation Strategy in to HR policies and Practices (With industrial examples).	
Unit 2.	Strategic Human Resource Planning and organizational and HR strategies – Meaning, HR Planning Process of Strategic HRP- (with industrial examples).Model of IHRM , Corporate level strategies and HR strategies , Merger and acquisition strategies , corporate and HRM strategies, SBU level strategies	13
Unit 3.	International HRM-Difference between Global & Domestic HRM, Recruitment, sources of global recruitment and selection and approaches- ,ethnocentric, polycentric ,geocentric, Selection techniques ,Expatriates-adjustments issues, Repatriation career and personal problems, Performance appraisal of expatriates. Training and development, Compensation and benefits, Profit sharing and ESOP, HRM practices in India, USA, UK & Japan	13
Unit 4.	International Industrial Relations Practices- Features of Labour- International Industrial Relations-objectives and importance ,Framework of IR , Scope of -International Industrial Relations, International Practices in Industrial Relations,MNC's and industrial relation trends , Recognition of Trade Union-Voluntary and Mandatory System; Impact of globalization on IR	13

References:-	
1	P.Subba Rao (2011) <i>Human Resource Management</i> 5 th Ed Himalaya Publications.
2	Gary Dessler (2008) <i>Human Resource Management</i> 11 th ED Prentice-Hall of India Pvt .Ltd.
3	K. Aswathappa (2013) <i>Human Resource Management- Text and Cases</i> 7 ^{5th} Ed Tata McGraw Hill.
4	VSP Rao (2006) <i>Human Resource Management: Text and Cases</i> 5 th Ed Excel Books.
5	H.Johan Bernardin and Joyee E.A Russel (2012)) <i>Human Resource Management</i> 6 th Edn Mc Graw –Hill publications.