



சுந்தார் வல்லபாய் பட்டேல் சர்வதேச ஜவுளி மற்றும் மேலாண்மை கல்லூரி
सरदार वल्लभभाई पटेल इंटरनेशनल स्कूल ऑफ टेक्स्टाइल्स एंड मैनेजमेंट
SARDAR VALLABHBHAI PATEL
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M.B.A. – APPAREL MANAGEMENT
REGULATIONS, CURRICULUM & SYLLABUS 2022

ABOUT SVPITM

SVPITM is a one of its kind institute which is primarily devoted for Textile Management excellence. To cater to the needs of students' community it offers UG and PG programmes in Textiles and Management. With more than 15 years of heritage, SVPITM has carved a niche in the field of Textile and Management education. Our methodology for producing industry ready candidates and entrepreneurs is based on experiential learning through practical workshops, real-time projects, working alongside with industry professionals as mentors.

This institute is an autonomous entity governed by the Ministry of Textiles, Government of India. All the academic programmes are offered in collaboration with the Central University of Tamil Nadu (CUTN). The core culture and philosophy of SVPITM is to keep students at the forefront of modern textile and management practices through innovative pedagogy blending theoretical knowledge with practical application to succeed in the global business world.

In the rapidly changing economic and business landscape, need for managers with the global perspective and personal competencies to drive diverse teams has become even more important for organizations. We continually strive on best approach to empower the students to harness their potential strengths and to emerge as positive, well-informed, ethical and confident individuals.

Right from inception we have been training executives, preparing the participants for a world in constant evolution, a world that needs leaders capable of utilizing innovation to turn challenges into opportunities. At SVPITM, innovation is the way of life.

VISION & MISSION

Vision

To emerge as an internationally renowned center of excellence in textile management education, creating a strong cadre of professional managers who will become inspiring performers and decision makers, capable of attaining high standards and competitive edge to bring the Indian textile industry to the forefront

Mission

Our Mission is to impart vibrant, comprehensive and innovative learning to our students enabling them to be managers, entrepreneurs, and leaders with strong cultural values and to provide an ambience to develop their skills to meet the challenges of the global business environment.

GOVERNANCE POLICIES

1. STUDENTS' BEHAVIOUR IN THE CAMPUS

- a. Discipline includes the observance of good conduct and orderly behavior by the students of the Institute.
- b. The following and such other rules as framed by the Institute from time to time shall be strictly observed by the students of the Institute.
 - ✓ Every student of the Institute shall maintain discipline and consider it his /her duty to behave decently at all places. Men student shall, in particular, show due courtesy and regard to women students.
 - ✓ No student shall visit places or areas declared by the Institute as "Out of Bounds" for the students.
 - ✓ Every student shall always carry on his / her personal Identity Card issued by the Institute.
 - ✓ Every student, who has been issued the Identity Card, shall have to produce or surrender the Identity Card, as and when required by the Institute Staff, Teaching and Library Staff and the Officials of the Institute.
 - ✓ Any Student found guilty of impersonation or of giving a false name shall be liable to meet disciplinary action.
 - ✓ The loss of the Identity Card, whenever it occurs, shall immediately be reported in writing to the class advisor.
 - ✓ If a student is found to be continuously absent from classes without information for a period of 15 days in one or more classes, his / her name shall be struck off the rolls. He/she may, however, be readmitted within the next fortnight on payment of the prescribed readmission fee etc. He / She will not be readmitted beyond the prescribed period.
- c. Breach of discipline, interlaid, shall include:
 - ✓ Irregularity in attendance, persistent idleness or negligence or indifference towards the work assigned.
 - ✓ Causing disturbance to a Class or the Office or the Library, the auditorium and the play Ground etc.
 - ✓ Disobeying the instructions of teachers or the authorities;
 - ✓ Misconduct or misbehavior of any nature at the Examination Centre.
 - ✓ Misconduct or misbehavior of any nature towards a teacher or any employee of the Institute or any visitor to the Institute.
 - ✓ Causing damage, spoiling or disfiguring to the property/equipment of the Institute;
 - ✓ Inciting others to do any of the aforesaid acts;
 - ✓ Giving publicity to misleading accounts or rumor amongst the students;
 - ✓ Mischief, misbehavior and/or nuisance committed by the residents of the hostels;

- ✓ Visiting places or areas declared by the Institute as out of bounds for the students.
 - ✓ Not carrying the identity cards issued by the Institute;
 - ✓ Refusing to produce or surrender the Identity Card as and when required by Teaching and other Staff of the Institute;
 - ✓ Any act of ragging.
 - ✓ Any other conduct anywhere which is considered to be unbecoming of a student.
 - ✓ Possession and/or use of any prohibited items and substances like tobacco, alcohol, narcotics, etc., is banned inside the campus premises and any breach of act is liable to punishment.
- d. Students found guilty of breach of discipline shall be liable to such punishment, as prescribed below:
- ✓ Fine
 - ✓ Campus Ban
 - ✓ Expulsion
 - ✓ Rustication
- e. No such punishment shall be imposed on an erring student unless he is given a fair chance to defend himself. This shall not preclude the Director from suspending an erring student during the pendency of disciplinary proceedings against him relating to discipline & disciplinary action in relation to the student shall vest in the Director. However the Director may delegate all or any of his / her powers as he deems proper to the program coordinator or to the disciplinary authority as the case may be any functionary of the Institute.
- f. The said Committee, shall, make such Rules as it deems fit for the performance of its functions and these Rules and any other orders under them shall be binding on all the students of the Institute.
- g. The decision of the Discipline Committee shall be final and binding. However, in exceptional circumstances the Discipline Committee is empowered to review its decisions.

2. DRESS CODE

Male students shall wear formal dress of pants and tucked-in shirts with shoes. The female students shall wear full Saree / Salwar Kameez. All students are expected to come in formal dress on important occasions. On any occasion students will not be allowed to attend the classes in T-shirts.

3. LIBRARY

The library is stacked with latest books and reference materials. The library has been provided with the ERP Software having a multi-functional facility. The library holds over 8,000 volumes of books and rich collection of journals. In addition the library possesses audio-visual and multimedia documents. Apart from this, it also provides online sources

and reprographic facilities. The library subscribes to online data bases to enhance the knowledge base of students. The time, rules and regulations of library are given below.

a. Library Timings

- ✓ Monday to Friday – 9.00 am to 5.30 pm
- ✓ Saturday (Excluding second & last Saturday of month) – 9.00 am to 4.30 pm

b. Rules and Regulations

- ✓ Students should register their entry and exit to access the Library.
- ✓ Books, bags, and other belongings are not allowed inside the Library.
- ✓ Students are allowed to take maximum of three books for a period of fourteen days. They may be allowed for further renewal if there is no demand for that particular book. If the books are not returned within the due date, Rupee one will be charged per day per book till the return of the books.
- ✓ Reservation facility is available on issued books.
- ✓ Books will be issued upto 5.30 pm on all the working days except Saturdays.
- ✓ ID card should be produced at the time of issuing books.
- ✓ Issue of books through the ID card of other students is strictly prohibited.
- ✓ Loss of book is to be replaced by the same copy or by double the cost of the book.
- ✓ Silence to be maintained inside the library. Group activity to be avoided inside library.
- ✓ Stealing, damaging the property of the library, misbehaviour with any-one in the library will be considered an act of indiscipline and misconduct. The student involved may be denied library membership and reported for further action on account of their misconduct.
- ✓ Any book issued must be shown for verification to the person on duty at the library gate.
- ✓ Marking, defacing or damaging any library property is a gross misconduct.

c. Library Facilities

The SVPITM Library provides the following facilities to the users.

- ✓ WEB OPAC facility to access library books and journals.
- ✓ Online Journals.
- ✓ Online News Papers.
- ✓ e-Books.
- ✓ Reprography facility is available inside the campus on cost basis.

d. Lending Rules

- ✓ Reference book, journals or magazines, summer training reports or dissertation reports (including back issues) will not be issued to students. They are to be used only in the Library.
- ✓ The Librarian reserves the right to recall any book issued to the borrower even prior to the due date of return, if necessary.

- ✓ Maximum of three books will be issued to the students for the period of fourteen days.
- ✓ Maximum of five books will be issued to the faculty members for the period of sixty days.
- ✓ If a student fails to return the book on due date or fails to get it re-issued on the due date, a fine of Rupee One per day per book will be charged for each book after the due date.

4. COMPUTER LAB

The institute campus is equipped with networked computers and other IT equipment. Internet browsing with broadband facility is available other than class hours during college working time. Facilities like printing & scanning are also extended to students.

a. I T Guidelines

I. The Institute and its IT resources

The Institute makes Information Technology services available to the students in varied forms:

- ✓ The Institute network comprises of secured network with the latest Hardware, Firewall & Antivirus software.
- ✓ The Institute network comprises DNS Server, ERP Server, and Online e-Learning software with the latest Processor with desktop computers setup.
- ✓ The Institute has centralized computing facility. Audio visual equipment is available in the classroom and in the seminar hall.
- ✓ Access to High-speed internet is available in all the computers except the computers in the class rooms. In addition to this National Knowledge Network Connectivity from BSNL is also available for students.
- ✓ Reprographic facility is made available inside the campus for the students as well as for the faculty members.
- ✓ Scanning facility is available in the Computer Laboratory, Library, Controller's office (Multi-function Device) and Academic section.
- ✓ The computers assigned to the group / department may be utilized effectively by the group on time-share basis.
- ✓ The Faculty, Staff and students are provided with individual user-IDs in the Institution domain server through which they can interact among themselves. Moreover, we have separate individual email-IDs to our faculty and staff for official purpose through the web mail.
- ✓ The group or individual or department are being assigned with the computers or workstations, which means that the individual / department are responsible for the machine's safety. However the IT department may provide suggestions to keep it safe and in working condition.
- ✓ In case of any requirement, the group / department should provide information about the usage of the computing equipment.
- ✓ The Institute owns Software licenses for various System Software as well as Application software.
- ✓ The Secured Wi-Fi Connectivity is available in the campus as well as in the hostels.

II. DOs and DON'Ts for using the resources

- ✓ Students must wear a valid ID card before entering the Computer Lab
- ✓ While entering the computer laboratory, students must make an entry in the register book kept in the computer laboratory and also at the time of exit from the lab. Students are expected to maintain perfect silence and good discipline.
- ✓ Students are not allowed to bring in bags, pouches, food and beverages inside the Lab
- ✓ Mobile phone should be in switched off mode.
- ✓ Before leaving lab, students must shutdown the system, keep the place clean and rearrange the chairs in appropriate place.
- ✓ During the class hours students are not allowed to use the computer lab. If necessary, they can get permission from the concerned class faculty, Program coordinator and Lab in charge. They should submit the lab access form to the lab in charge, unless they will not be allowed to enter into the lab.
- ✓ You can back up your data regularly in the additional drives available in the local machine itself.
- ✓ Use of any media (CD / DVD / Pen Drive) or transfer of files from digital camera or any storage media to the network storage is subject to permission from the network administrator. Usage of pen drive is allowed only after scanning for virus.
- ✓ No user is allowed to login a computer as administrator. He / She is only an ordinary user with assigned individual / group user – id.
- ✓ Inform and seek permission from the IT department (recommended procedure) while transferring / shifting devices (such as desktop computers, laptops) from one place to other inside the campus for any task.
- ✓ In case of any requirement in taking laptops / projectors or any devices outside the campus, acquire a gate pass from the administrative office.
- ✓ Do not try getting data of others from the computer or the network.
- ✓ Taking a photograph using any media in the laboratory is prohibited.
- ✓ Do not login with the login-id of others or do not lend your login id and password to others. Any data loss thereby may not be retrieved.
- ✓ The students have to send a request to the library for any hard copy print by listing the file, location and page numbers of the content for print and collect only during the break hours. Users have to enter in the log book and collect the print out. This procedure applies to copying / writing data in CDs also.
- ✓ Students can use their personal computers in the campus. But they are not permitted to connect to the LAN. Use of software without license in the laptop and accessing the internet through institute network is strictly prohibited. Software piracy will not be entertained.
- ✓ Students are advised to maintain cleanliness inside the laboratory. Use of mobile phones, hearing songs and eatables are not allowed inside the laboratory (to be strictly followed by all the students in the computer laboratory, failing which the services will be denied.)

III. Storage, e-mail / Chat: Privacy, Responsibilities and Rules

- ✓ IT department has provided every user with a storage space in the network. As network share is available to students of that course, it is a common information sharing only and not to store individual / group's personalized data or irrelevant data like movies, songs etc.
- ✓ SVPITM procedures allow IT system administrators to view and monitor any files, including e-mail messages, in the course of diagnosing or resolving system related problems and maintaining information integrity. System administrators, as part of the job, will treat any such information on the systems as confidential. However, if the administrator comes across information that indicates illegal activity / content stored in the storage area, the content will be deleted without any notice and the user's work area will be barred.
- ✓ SVPITM's IT policy prohibits certain other kinds of usages. For example, using computers and the network used by individuals for commercial and individual purposes. Such cases if found will be brought to the attention of higher officials.
- ✓ Use of Messenger / Chat is prohibited inside the campus.
- ✓ Gaming is strictly prohibited. The web sites providing online gaming are not advised to be browsed. Any such activity if reported may block even the related beneficiary sites causing inconvenience to all other users in addition to denial of resources.

IV. Web Site Contents

- ✓ Individual users who are browsing will assume full responsibility for the content in Web pages, and they must abide by all applicable rules and policies of SVPITM.
- ✓ Information about the institute is available in the institute's official website viz. www.svpitm.ac.in and www.SVPITM.ac.in
- ✓ Any information to be uploaded in the website may be provided to the IT department with the approval from the Director's office.

b. Abuse and Action for Abuse of Computing Privileges

ABUSE

1. Unauthorized use or misuse of IT department property or records includes
 - a. Electronic data mishandling.
 - b. Wilfully or negligently damaging or defacing records in common share or storage areas of individual courses.
 - c. Theft or unauthorized removal of records, property or other person's property.
 - d. Use of unrecognized / unauthorized storage media.
 - e. Any other abuse as found / amended from time to time.
2. Unfortunately computer abuse, malicious behaviour and unauthorized account access do happen. If they are found, it should be reported immediately.

ACTION

- ✓ Denial of service of SVPITM's computing and communications resources for violation of policy are set by the various disciplinary entities, then communicated to and carried out by IT. In instances of immediate threat to the computing and

communication systems, IT takes direct and immediate action to safeguard the resources it is charged to protect.

- ✓ When IT department is notified that a user appears to be abusing computing resources, all of his or her computing privileges may be suspended immediately when such an action is warranted to protect the computing resources and to assure reliable service to the rest of the community.

5. HOSTEL REGULATIONS

a. Behaviour and Discipline

- ✓ A hostel campus should be a place where students can have the best possible conditions for studying and adequate rest. As such due consideration must be accorded to other residents. Noise level must be kept low to allow others the opportunity to study or sleep in comfort. Television, Radio etc. provided in the common room must be switched off after 10:00 pm. These rules are intended to ensure a conducive environment for all residents.
- ✓ Residents shall not create or permit their guests or visitors to create any disturbance or other nuisance in the hostel that will interfere with the well-being of others.
- ✓ Smoking, chewing and spitting of pan, consumption of alcohol drinks and /or narcotic drugs in the hostel premises is strictly prohibited.
- ✓ Ragging in any form is prohibited .Punishments for ragging ranges from expulsion from hostel, debarring from exams to cancellation of admission. Ragging shall be treated as a serious offence and shall be dealt with as per the UGC Regulations.
- ✓ Social gathering in the hostel complex are not permitted without the prior and written consent of the warden.
- ✓ Hostel residents are not allowed to entertain unauthorized person(s). Anyone found in violation to this will be fined and penalized according to Institute rule.
- ✓ Resident students found in act of violence or misconduct outside the hostel premises is not the liability of the Warden or Institute administration. In such cases the resident student is responsible for himself/herself.

b. Upkeep of the Hostel

- ✓ Residents are responsible for keeping the hostel premises clean. Residents are advised to keep their room, the mess hall, common room, visitor's room, stair case and toilets and bathrooms clean at all time.
- ✓ All water taps, fans and electrical appliances must be turned / switched off when not in use.
- ✓ Noise level must be kept low to allow others the opportunity to study or sleep in comfort. Television, provided in the common room must be switched off or volume toned down after 10:00 pm. These rules are intended to ensure a conducive environment for all residents.
- ✓ The use of electrical appliances such as immersion heaters, electric stove/heater are forbidden in any of the room allotted for residence. Cooking, making tea etc is strictly prohibited in the room.
- ✓ Students shall conduct a room check to verify the inventory provided and endorse on the Check In/Check out Form. Any missing or damaged items must be reported to the hostel authority immediately. Otherwise, it will be assumed that all

furnishings and fittings are in good order. The student will be responsible for any loss or damage thereafter.

- ✓ Resident(s) should not move any hostel property (table, chair, fan, cupboard, etc.) from one room to another. Any damage to hostel property must be reported immediately to the hostel authority/warden. Resident(s) will be charged for any damages except damages caused by normal wear and tear or faulty products/repairs.
- ✓ Residents will be personally responsible for the safety of their belongings. Residents are advised to keep their personal belongings and any other valuable items locked in their personal locker even when they are out for a short period. Any loss or theft of item(s) should be immediately reported to the hostel authority.
- ✓ Pasting of posters, writings, slogans and any kind of defacing the hostel in any form is not allowed.
- ✓ Electrician, contractors or any other service person may enter rooms as and when necessary in the course of their duty under the directive and permission from the warden only.
- ✓ The Hostel authority reserves the right to enter and inspect a hostel in the interests of health, safety and proper conduct of the students.
- ✓ Entry may also be made without prior notice, during normal hours, for the purpose of conducting non-emergency inspections. For repairs and maintenance purposes of showing the premises, students will be notified in advance by the hostel authority.

c. Entry and Timings

- ✓ It is required that residents of the hostel produce their Institute Identity card at the entrance of the hostel whenever he/she enters the hostel premises.
- ✓ Entry into the hostel is allowed till 7.00pm. Any late entries/night exits should be informed to the Warden in advance and permission to be obtained.
- ✓ Resident who wish to stay out of hostel should duly inform the authority about the same.
- ✓ If any student is absent/does not return to the hostel after 24 hours without any information of his/her whereabouts, roommate(s) or fellow residents should inform the hostel authority immediately.

d. Visitors and Guests

- ✓ All visitors to the hostel including the parents/guardian will have to make necessary entries in the visitor's book available at the hostel entrance.
- ✓ Visitors are restricted to the visitors lobby only.
- ✓ No visitors will be allowed inside the hostel premises after 7.00 pm.
- ✓ The visit of male guest(s) into female residence and *vice versa* is prohibited.

e. Allotment & Vacating of Hostel Accommodation

A limited hostel accommodation is available. It will be allotted on the basis of "First come First Serve" on full payment of one semester mess bill and hostel fees.

The criteria for allotment of hostel accommodation by the Institute are as under:

- i. **First Priority:** Students admitted to a full-time Programme of study and are from outside the state of Tamil Nadu.
- ii. **Second Priority:** Students admitted to a full-time Programme of study and are from outside the Coimbatore district.
- iii. **Third Priority:** Students from within the district of Coimbatore but living outside the Town agglomeration of Coimbatore.
- iv. **Fourth Priority:** All others.

- ✓ Accommodation in the hostel is allowed initially for the current semester and is subsequently renewed subject to the continuing registration and fulfillment of academic requirements by the resident from time to time. All residents should subject themselves to the proof of registration and payment of all hostel dues of the previous semester to be eligible to continue as resident of the hostel.
- ✓ The Director may allot accommodation to students, in exceptional situations, on case to case basis.
- ✓ The maximum duration of stay in the hostel is the normal prescribed period of the programmes of studies. Once the resident completed his/her Programme of studies, he/she is no longer a resident and is required to vacate the hostel.
- ✓ Terminal student must surrender his/her rooms to the concerned warden latest by last day in the case of even semester and last day in the case of odd semester.
- ✓ Resident who discontinues his/her studies from the Institute in the middle of a semester should clear all his/her mess dues and submit an application for vacating the hostel to the Senior Warden. Resident must hand over to the caretaker the complete charge of his /her room with all furniture and fixtures in tact at the time of vacating the room.

f. Constitution of the Hostel Committee:

The Hostel Committee shall have the following members:

- ✓ Warden who shall be ex-officio convener
- ✓ A senior member nominated by the Warden in consultation with the Director
- ✓ Two members of institute

g. Roles and Responsibilities of the Hostel Committee:

In principle, the Hostel Committee shall discuss and make recommendations regarding:

- ✓ Allotment
- ✓ Discipline of resident students
- ✓ Maintenance and development of the Hostel
- ✓ Matters related to Mess
- ✓ Any other matter pertaining to the Hostel

h. Hostel facility is available only for girl students.

6. ATTENDANCE, DISCIPLINARY & GRIEVANCE COMMITTEE

a. This committee is constituted for the smooth functioning of the various activities of the Institute and it consists of the following members :

Head of the Department / Academic I/c. - Chairman of the Committee
Controller of Examinations - Convenor
Class Advisors - Members

b. The Committee will deliberate the following matters.

- i. The matters relating to condonation and attendance shortages of students.
- ii. All grievances and disciplinary problems of the students relating to malpractices in test, semester examinations, etc.

c. The meeting of the committee will be convened by the Controller of Examination. The Committee will send periodical report and the recommendations to the Director for consideration / ratification / approval.

7. MENTORSHIP

To help the students in planning their courses of study and for getting general inputs regarding either the academic programme or any other activity, counselling every student will be assigned to a faculty member who will be the mentor. Student would be allotted for each faculty mentors by the Head – Textiles / Management.

8. MALPRACTICE IN EXAMINATIONS

a. If a student is found copying in a test conducted for Continuous internal assessment, he / she will be given zero marks for that test and severely warned.

- ✓ If a student is found copying in the end semester examination he/she will be debarred from writing that particular paper in that semester. Based on the nature of malpractice, he/she may be debarred for two more attempts of writing that paper/all papers. The disciplinary committee will make recommendations for necessary disciplinary action.
- ✓ During the examinations the candidates shall be under the disciplinary control of the Chief Superintendent of the centre who shall issue the necessary instructions. If a candidate disobeys instructions or misbehaves with any member of the supervisory staff or with any of the invigilators at the Centre, he/she may be expelled from the examination hall for that session.
- ✓ The invigilator shall immediately report the facts of such a case with full details of evidence to the Controller of Examinations who will refer the matter to the Discipline Committee. The Committee will make recommendations for disciplinary action.

b. Every day, before the examination begins, the invigilators shall call upon all the candidates to search their personal things, tables, desks, etc., and ask them to hand over all papers, books, notes or other reference material which they are not allowed to have in their possession or accessible to them in the examination hall. When a

late-comer is admitted this warning shall be repeated to him at the time of entrance to the examination hall. They are also to ensure that each candidate has his/her identification card and hall ticket with him/her.

c. Use of Unfair means:

A candidate shall not use unfair means in connection with the examination. The following shall be deemed to be unfair means:

- ✓ Found in possession of incriminating material related/unrelated to the subject of the examination concerned.
- ✓ Found copying either from the possessed material or from a neighbor or from any devices.
- ✓ Inter-changing of answer scripts.
- ✓ Change of seat for copying.
- ✓ Trying to help other candidates.
- ✓ Found consulting neighbor.
- ✓ Exchange of answer sheets or relevant materials.
- ✓ Writing register number of some other candidate in the main answer paper.
- ✓ Insertion of pre-written answer sheets (Main sheets or Additional Sheets).
- ✓ Threatening the invigilator or insubordinate behavior as reported by the Chief Superintendent and/or Hall Superintendent.
- ✓ Consulting the invigilator for answering the questions in the examination.
- ✓ Cases of impersonation.
- ✓ Mass copying.

Note:

- ✓ The Director may declare any other act of omission or commission to be unfair means in respect of any or all the examination.
- ✓ Where the invigilator in charge is satisfied that one third (1/3) or more students were involved in using unfair-means or copying in a particular Examination Hall, it shall be deemed to be a case of mass copying.

d.

- ✓ The Hall Superintendent of the examination centre shall report to the Controller of Examinations, without delay and on the day of the occurrence if possible, each case where use of unfair means in the examination is suspected or discovered with full details of the evidence in support thereof and the statement of the candidate concerned, if any, on the forms supplied by the Controller of Examinations for the purpose.
- ✓ A candidate shall not be forced to give a statement by the invigilator. The act of his/her having refused to make a statement shall be recorded by the invigilator and shall be attested by two other members of the supervisory staff on duty at the time of occurrence of the incident.
- ✓ A candidate detected or suspected of using unfair means in the examination may be permitted to answer the question paper, but on separate answer-book. The answer-book in which the use of unfair means is suspected shall be seized by the invigilator, who shall send both the answer-books to the Controller of Examinations with his report. This will not affect the concerned candidate appearing in the rest of the examinations.

- ✓ All cases of use of unfair means shall be reported immediately to the Controller of Examinations by the examiner, paper-setter, evaluator, moderator, tabulator or the person connected with the semester examination as the case may be, with all relevant material.

9. INSTITUTE – INDUSTRY INTERACTION

SVPITM provides practical industrial training. The students are taken to leading textile & apparel manufacturing units, textile research institutions, management institutes and export houses enabling them to get acquainted with the real time processes and the latest developments in the industry. Executives from Industry will deliver lectures and share their experiences on a regular basis with the students.

10. PLACEMENT ASSISTANCE CELL

A separate placement assistance cell is in place which is in constant touch with the leading textile & apparel manufacturing units, export units, overseas buying houses etc., and arrange campus recruitment. The placement cell at SVPITM consists of a faculty coordinator and student coordinators from the MBA programme. The placement cell will facilitate in creating opportunities and directions for the registered students towards placements.

Rules and Regulations of Placement Cell

1. All the final year students are required to read the placement rules and regulations, interested students should sign the registration form.
2. All the students are expected to know about various activities which would be planned from time to time depending on need from the student coordinators
3. Each student has to be a part of their respective mail groups through which they will be informed all details of the placement program.
4. The students will be duly informed through the student's coordinators and notice board about the companies interested in placing students and it is the responsibility of the students to get appraised of the happening of the placement cell.
5. Companies deemed to be fit for conducting campus interview in our institute will make their pre-placement presentation. Any clarification regarding the company may be done before the interview itself.
6. Students should make the decision of attending the interview based on the pre-placement presentations. Also they should come in full formal dress code to attend the same.
7. Till the official information about the selection of the candidates is received from the company, students are allowed to participate in other companies to a maximum of three chances.
8. Once the placement cell receives the official information about the selection, the selected student will not be allowed to attend any other company interview. This is to ensure the policy of "one man – one job" to all the students. However after all students are placed such students will be given option for their future appearance.
9. Following are considered as campus placement.
 - a. Student getting placement through campus placement interview coordinated by placement cell.
 - b. Student getting placed on the basis of their on-going final project in the respective company.
 - c. Any other assistance from the institute.

10. Registration of the student in placement cell is considered to be cancelled due to following reasons.
 - a. Student not interested and not involved in the placement activities.
 - b. Student who is continuously absent / not attending interviews.
 - c. Student who is found by any means that they got the job personally and intentionally trying for better prospects through the institute.
 - d. Any misconduct or indiscipline by students inside the campus.
11. The above mentioned rules are subject to change and it is within the discretion of the placement cell.
12. By registering with the placement cell does not mean it is a guarantee for job.

11. CLASS COMMITTEE

- a. Each programme will have a Class Committee comprising the following members.
 - i. Chairman: Head – Management / Textiles
 - ii. All the faculty members handling courses for that class as members.
 - iii. Two students' representatives with a minimum of 75% attendance during the semester shall be nominated by the class as members.
- b. The functions of the Class Committee will be as follows :
- c. The Class Committee shall meet post all CIA written tests.
- d. The first meeting will be held within two weeks from the date of commencement of classes for the semester.
- e. The class committee shall meaningfully interact and express opinions and suggestions to improve the effectiveness of teaching – learning process and analyse the performance of the students in the class test.
- f. The Class Committee Minutes and the action taken report will be submitted to the Director.

12. TEMPORARY BREAK OF STUDY FROM THE PROGRAMME

A student may be permitted by the Director to withdraw from the programme for a maximum duration of one year, for reasons of medical grounds, physical fitness or other valid reasons subject to the recommendations of the class advisor in consent with the Head – Textiles / Management. In such cases, the student will have to fulfil all conditions to redo the programme.

13. WITHDRAWAL FROM EXAMINATION

- a. A student may for valid reasons and on the recommendation of the class advisor in consent with Head – Textiles / Management, be granted permission to withdraw from appearing for the entire Semester Examination as one unit.
- b. Withdrawal application shall be valid, only if it is made 10 days before the commencement of the semester examination pertaining to the semester.

- c. Such withdrawal shall be permitted only once during the entire programme and shall not be construed as an appearance for the eligibility of a student for the award of classification.
- d. If a student falls sick in the due course of the Semester Examinations, he / she can withdraw from one or more courses.

14. PERFORMANCE ANALYSIS COMMITTEE

The Performance Analysis Committee will consist of Director as Chairman, Controller of Examinations as convenor and the members will be Head – Textiles / Management, all members of faculty and the class advisors. The meeting of the Performance Analysis Committee is to be held within four weeks from the last day of the semester examinations to analyse the performance of the students in all subjects of study (continuous and end semester).

15. RESULTS DECLARATION COMMITTEE

Results Declaration Committee will have Director as Chairman, Head – Textiles / Management and Controller of Examinations as members. After analysing the overall performance of the students in each course the committee is empowered to declare the results. If necessary, moderation of results will be done by this Committee. The findings and decisions of the performance analysis and results declaration committee is to be passed on to the Controller of Examinations immediately.

REGULATIONS

Definitions and Nomenclature

- Institute – Sardar Vallabhbhai Patel International School of Textiles and Management, Coimbatore
- University / Collaborating University – Central University of Tamil Nadu, Thiruvarur
- Programme – Master of Business Administration specializing in Apparel Management
- Course - Every paper / subject of study offered under the programme
- Curriculum - The various components / courses / labs in each programme that provides appropriate outcomes (knowledge, skills and attitude/behavior) towards the completion and objectives of the programme is called curriculum.
- Credits - Course work is measured in units called credit hours or credits. The number of lecture hours allocated for a course per week is the number of credits for that course. In case of practical and labs two hours will account for one credit

1. QUALIFICATION FOR ADMISSION

- a. Students for admission to the MBA Programme will be required to fulfil the minimum qualification as specified by the institute and the collaborating university (Central University of Tamil Nadu).
- b. A Graduate from any discipline recognized by UGC/AICTE with a minimum of 15 years (10+2+3/4) of education and with a minimum of 50% marks for General, 45% marks for OBC-NCL and 40% marks for SC/ST/PWD candidates at graduate level.
- c. The Institute will prescribe from time to time other eligibility conditions for admission regarding the marks required to be secured by the student in the qualifying examination, minimum admissible percentage marks therein, permitted number of attempts for obtaining the qualifying degree, passing requirements in the respective entrance tests conducted by this institute for Post-Graduate admissions, Central University Common Entrance Exams (CUCET) scores or other competitive entrance tests, institute's selection process through group discussions and personal interviews, physical fitness requirements, sponsorship etc.
- d. A few sponsored students may also be admitted to the MBA programme. These sponsored students should satisfy the conditions that may be prescribed by this institute from time to time.
- e. The detailed information about the eligibility and entrance tests can be had from the websites: www.svpistm.ac.in, www.cutn.ac.in and www.cucetexam.in.

2. DURATION OF THE PROGRAMME

- a. The duration of the programme is presented in the table below

Programme	Duration	
MBA - (Full-time) Sectoral specialization: Apparel Functional Specializations: Marketing / Finance / Human Resource	4 Semesters	2 Years

- b. The duration of each semester will normally be 90 working days. The normal working days of 90 in each semester is exempted for semester IV in which the students would spend time in industry/field for their project work/independent study.
- c. A student who is unable to complete the programme within the prescribed duration may be allowed further to a maximum of 2 academic years or 4 semesters after the completion of course duration to complete the programme.
- d. A student should complete all the passing requirements of the programme within a maximum period of 4 years / 8 semesters, these periods being reckoned from the commencement of the semester to which the student was first admitted failing which would lead to voidance of the marks awarded through continuous internal assessment.

3. STRUCTURE OF THE PROGRAMME

- a. The programme comprises core courses, practical labs, sectoral elective courses, functional elective courses, non-functional elective / optional course, internship and project work / independent study.
- b. The programme structure provides scope for students to specialize in a sectoral elective (Apparel Management) and a functional elective in management (Marketing/Finance/HR).
- c. There are 15 core courses, 1 non-functional elective / optional course, 10 elective courses of which 6 are sectoral electives and 4 are functional electives, 5 supportive laboratory courses and independent elective courses (In case optional courses are not chosen).
- d. The student can choose the prescribed number of elective courses from the list of elective courses. Elective courses can be chosen by the student groups who would specialize in that elective unanimously. If the students opting for an elective are not in a position to have a consensus in selection of elective courses, rank order preference method would be adopted for finalizing the courses under electives
- e. The programme is offered with a mix of courses (mentioned in item b), internship and project work which accounts to 104 credits.
- f. The value added programs would be offered in each semester.
- g. The courses will be delivered through appropriate pedagogy depending on the nature and syllabus of the course.
- h. Students will have to undergo internship between II and III semester.
- i. During IV semester the students will have to take up a project work associated to an industry or an independent study.

- j. During internship and project work / independent study the students will be under the supervision of a corporate guide assigned by the industry and a faculty member from the institute.
- k. The duration of the internship will be 4 weeks and the project work / independent study will be 12 weeks.
- l. Students are to follow the prescribed guidelines stated exclusively for internship and project work/ independent study.

4. COURSES

- **CORE COURSES**

Core course of study refers to a series or selection of courses that all students are required to complete before they can move on to the next level in the programme

- **SECTORAL ELECTIVE COURSES**

Elective courses which can be chosen from a list of courses offered in Apparel

- **FUNCTIONAL ELECTIVE COURSES**

Elective courses which can be chosen from a list of courses offered in functional management areas like Marketing, Finance and Human Resource etc.

- **NON-FUNCTIONAL ELECTIVE/OPTIONAL COURSE**

Either Non-Functional elective or optional course which may be chosen by the student purely based on his need / interest in the subject area of study

- **SUPPORTIVE LAB COURSES**

Laboratory courses offered in context / extension of scope of practical learning for a particular core course

5. NON-FUNCTIONAL ELECTIVE/OPTIONAL COURSE

In semester I, one course is offered as an optional course. This course may be chosen by the student purely based on his / her need / interest in the subject area of study. If for any reason that particular course is not chosen by the student, he can have a choice of pursuing an independent course instead.

6. INDEPENDENT COURSE

Independent courses would be offered for students who are not choosing optional course. Independent course is offered in semester I, only if students are not opting for optional course. The students can compensate the credits for optional course by pursuing and completing an independent course in the first semester in which he / she is not opting for an optional course. Independent course may be any one / combination of / all of following viz., special study, field study, publications, paper presentations and self-learning courses.

- **SPECIAL STUDY**

A course / study and analysis of specific contemporary fields / topics / aspects / concepts personalized based on the interest and need of the student

- **FIELD STUDY**

Can be either one or more than one of the following

- Research, analysis and reporting on topic(s) of interest
- Study to address industry defined problems
- Corporate immersion programmes

- **PUBLICATION / PAPER PRESENTATION**

Paper presentation(s) in national / international conferences and publication in national / international journals

- **SELF LEARNING COURSES**

Our predominant focus today is to curate the wealth of information that is freely available on the web into high quality learning-outcome to one's interest, learning style and pace of learning. Students shall undergo open source courses through MOOCs, SWAYAM, NPTEL etc.,

The guidelines for offer and evaluation of independent courses are listed

- The students can pursue independent courses only under the guidance of the faculty member of the institute with mutual agreement between the respective student and the faculty member
- The members of faculty available for offering independent courses and the maximum number of students they can accommodate under them would specified from time-to-time by the Head – Management (in consultation with the Director / COE if necessary)
- Students can have a choice on selecting the member of faculty and each faculty would admit students to a limit of maximum number of students they can accommodate under them based on first come first served basis or selection of students purely at the discretion of faculty, based on match of their expertise and students' interest from the list of students who had opted to do the independent course under them.
- Evaluation of the independent courses for each student would be done by a three member committee constituted by the Head – Management having the faculty member who has offered the said course(s) for that particular student as a mandatory committee member
- The scheme of evaluation for each student for independent courses would be finalized by the Head – Management based on the recommendations from the faculty member who had offered the course and the Controller of Examinations.

7. VALUE ADDED PROGRAM

- a. As an initiative towards developing students as industry ready professionals and competent entrepreneurs, value added programs are conducted as part of academic plan activities.
- b. The value added programs are planned at the start of every semester based on inputs from the students, industry experts, feedback from the employers, based on industry readiness requirements, contemporary practices and trending topics.
- c. The value addition will be delivered by industry experts / external agencies / practitioners in the respective discipline in which the program is designed. They bring the knowhow contemporary industry practices to the college doorstep.

8. INDUSTRY IMMERSION PROGRAMME

Through theory and practical courses students gain technical knowledge about textile & apparel industry. This program aims to familiarize students with the current happenings and developments in textile & apparel industry. Apart from gaining knowledge about the actual production in industry, students would gain knowledge about processes and machines, sourcing of raw materials, kind of labour needed and other aspects involved in running an actual business. They would also get introduced to the current status of Textile & apparel Industry.

Students would undergo this program in two phases – one during first semester and another during second semester. In first phase, students would be visiting a company in spinning/weaving sector and in second phase, students would be visiting a company in apparel sector. During each phase, every student has to identify a company in the respective sector and visit the company for a week and observe its functioning. Students will take note of details like – sequence of operations, input and output of every operation, type & specifications of machines, average output, type of raw material used, number of labourers (& their skill level), type of customers/market and so on.

EVALUATION

Semester I

The internal marks of 22MBAA11 - Concepts of Apparel Manufacturing will be assessed as follows:

a. Test	-	20 Marks
b. Seminar	-	10 Marks
c. Industry Immersion Programme	-	10 Marks
TOTAL	-	40 Marks

Semester II

The internal marks of 22MBAA21 – Textile Wet Processing Management will be assessed as follows:

a. Test	-	20 Marks
b. Seminar	-	10 Marks
c. Industry Immersion Programme	-	10 Marks
TOTAL	-	40 Marks

9. INTERNSHIP

Every student shall undertake a suitable Internship at an industry in the summer vacation, between second and third semester, for duration of four weeks, in consultation with the faculty guide and coordinator for internship. Report of the Summer Internship is to be submitted by the students within 15 days from the commencement of the third Semester as per the format given in the guidelines for report preparation.

10. PROJECT WORK / INDEPENDENT STUDY

Every student shall undertake a project work/ independent study in the fourth semester in consultation with the faculty guide and the project coordinator. The project work shall be carried out in an industrial / research organization. In case of a student opting to take up an independent study, the study should be a research work based on a specific problem statement and the work shall follow the appropriate process. Project work at industrial / research organization, the same shall be jointly supervised by a faculty guide and an expert from the organization. This project / independent study is to be carried out for duration of 12 weeks.

11. ASSESSMENT OF THEORY COURSES

This scheme of assessment implies for all theory courses (core courses, sectoral elective courses, functional elective courses & non-functional elective course)

Assessment	Marks
Continuous Internal Assessment	40
End Semester Examinations	60

Continuous Internal Assessment -which has 40 Marks for each course shall consist of

- i. Written test - 10 Marks
 - ii. Online Examination – 10 Marks
 - iii. Assignments / Seminars / Case studies / Article review / Paper presentation / Publications / Field study / Concept viva / Test based on MCQs / Quizzes etc. (The concerned faculty would choose appropriate parenthesis) – 10 Marks
 - iv. Students' Presentation – 10 Marks
- One online examination comprising of either Multiple Choice Questions or Descriptive Questions or mix of both
- One written test (Continuous Internal Assessment Test) for 90 minutes duration for 50 marks will be conducted and will be converted to 20 marks (10 marks for each test) for each course.

Question Paper Pattern (CIA)

Total Marks: 50

Duration: 90 Minutes

PART A

(Answer Any Five)

(5x3=15 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

(Remember & Understand)

PART B

(Answer Any Two)

(2x10=20 Marks)

- 1.
- 2.
- 3.

(Apply, Analyze & Evaluate)

PART C

Compulsory Question (Case study)

(1x15=15Marks)

- 1.

(Evaluate & Create)

- Students may be asked pursue on and submit appropriate documents to one or more of the assessment methods/tools stated in item iii.
- A presentation on the works done by students mentioned in item iii. The presentations by students would be assessed based on RUBRICS.
 - CRITERIONS:
 - Contributions
 - Attitude
 - Preparedness & Focus
 - Quality of Work
 - Timely completion

POINTS	AWARD OF MARKS
≥ 90	10 Marks
≥ 80 but < 90	8 Marks
≥ 60 but < 80	6 Marks
≥ 40 but < 60	4Marks
= 40	2 Marks

- Controller of Examinations will issue the schedule and conduct the written test. Award of internal marks by assessment through various methods specified is the responsibility of the faculty handling the particular course.
- The internal marks obtained by the students will be duly informed before the semester examinations.

The marks may be allocated as follows:

Written tests (Each test carries 10 marks)	20 Marks
Assignments / Seminars / Case studies / Article review / Paper presentation / Publications / Field study / Concept viva / Test based on MCQs / Quizzes etc.	10 Marks
Students' Presentation	10 Marks
Total	40 Marks

12. ASSESSMENT OF PRACTICAL COURSES

- a. List of exercises for the practical laboratory courses that contain practical experiments / exercises shall be designed by the faculty who handles the practical course based on the syllabus and list of experiments / exercises prescribed in the syllabus and shall be carried out under his/her supervision.
- b. Records in the format as prescribed by the academic coordinator or the faculty handling the lab should be maintained by each student for the various experiments / exercises carried out.
- c. Maximum Marks for each practical course is 100 which consist of:

Continuous Internal Assessment	End Semester
60	40

- d. End semester exam for practical courses shall be conducted by the internal faculty member in the presence of an external examiner. The assessment mode and method shall be set by internal examiner in consultation with external examiner and experiments / exercises are to be conducted for the duration decided by them. The assessment is carried out along with conduct of viva-voce and the results of the same are forwarded to the COE.
- e. The weightage for evaluation of various components of a practical courses are presented below:

Type of assessment	Criteria	Maximum Marks	Total Marks
Continuous Internal Assessment (60 Marks)	Execution of Experiments / Exercises	50	60
	Preparation of Lab Record	10	
End Semester (40 Marks)	Execution of Experiments / Exercises	20	40
	Evaluation of Lab Record	10	
	Viva-Voce	10	
Total		100 Marks	

13. EVALUATION OF INTERNSHIP

- a. For evaluation of internship, the student will make a presentation of the learning and works carried out as an intern on a date announced by the Controller of Examinations along with submission of a report on the works. The Presentation and Viva-voce will be evaluated by a team consisting of the faculty guide as the Internal Examiner and another faculty member nominated as the External Examiner.
- b. Marks to be allocated for internship as follows:

Criteria	Marks
Mid review	25
Report	25
Presentation and Viva voce	50
Total Marks	100

14. EVALUATION OF PROJECT WORK / INDEPENDANT STUDY

- a. Evaluation of project work / independent study will have continuous internal evaluation and final examination
- b. The students should submit a report as per the prescribed format stated in the guidelines for project work / independent study on the works carried out
- c. The student should appear for a viva-voce examination for final evaluation
- d. The viva-voce would be conducted by a panel of examiners which would comprise of the project coordinator, internal examiner (faculty of the institute) and external examiner
- e. The criteria on which marks would be awarded for continuous internal evaluation and final examination is given below:

S. No.	Criteria	Continuous Evaluation (Marks)	Final Examination (Marks)
1.	Promptness and adhering to guidelines	30	-
2.	Identification of problem	30	-
3.	Literature Survey and Analysis	30	-
4.	Approach and Progress	30	-
5.	Findings, Discussion and Conclusion (Quality of outcome of the study)	30	-
6.	Report preparation	50	-
7.	Quality of report submitted	-	50
8.	Viva – voce presentation	-	50
Total Marks		200	100
Grand Total		300	

15. ELIGIBILITY CRITERIA FOR APPEARING IN EXAMINATIONS AND ATTENDANCE REQUIREMENT

- a. Students fulfilling the following criteria will be allowed to appear for the examinations:
 - i. Paid all the fees and dues to the Institute
 - ii. He / She has the minimum prescribed attendance in a semester for all the courses.
- b. The minimum required attendance is 75% of the hours conducted for the roll out of each individual course (inclusive of lecture hours, tutorial hours and practical lab hours) and other prescribed learning activities in each course.
- c. The institute may for valid and convincing reasons condone the shortage in attendance not exceeding to 5%, provided that Head - Management makes a recommendation to this effect after consulting the Director of the institute. The institute will condone this 5% shortage in minimum requirement of attendance only on payment of condonation fee of Rupees 500 by the students.
- d. The students deputed by the Institute to take part in the extra and co-curricular events shall be given a concession of up to 5% attendance, if necessary, in addition to the relaxations in the attendance requirement as provided above. Such concession would be available for the days of actual participation in the event, including journey time with the prior approval of the Director of the Institute. Such concession of up to 5 % in addition to the relaxation of attendance specified in "item c" may also be permitted for valid medical and physical illness.
- e. The above said relaxations stated in item d will be considered for students whose academic progress and conduct is observed satisfactory.
- f. The students who could not manage 75% attendance for two consecutive semesters have to repeat the semesters in the subsequent academic year. In such cases, the student will have to fulfil all the conditions to redo the programme.

16. END SEMESTER EXAMINATIONS

- a. End semester examinations will be scheduled by the COE /Director for all Practical and Theory courses.
- b. The filled in application forms with the receipt/proof for payment of examination fee should be submitted to the office of controller of examinations on or before the stipulated date
- c. The exam fee is Rs.500/- per course (including Practical).
- d. The question papers for the end semester examinations will be set by an external examiner.
- e. The end semester examination will be conducted for 100 Marks for duration of 3 hours.
- f. Marks obtained by the students in end semester examination will be converted in to 60 marks.
- g. A student should secure a minimum of 50 marks out of 100 marks (50%) in end semester examination to get a pass in each course.
- h. A minimum cumulative percentage of 50 (End Semester and Continuous Internal Assessment) in each course is required for obtaining a pass and getting grades.

Question Paper Pattern (ESE)

Total Marks: 100

Duration: 180 Minutes

PART A

Answer all questions

(10x3= 30 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

(Remember & Understand)

PART B

Answer all questions

(5x10=50 Marks)

1. A or
B
2. A or
B
3. A or
B
4. A or
B
5. A or
B

(Apply, Analyze & Evaluate)

PART C

Case analysis

(1x20=20 Marks)

(Evaluate & Create)

17. MOVEMENT TO HIGHER SEMESTER

- a. Every student should register for the next semester along with the statement of results of the previous semester, proof of payment of tuition fees and mess fees (if applicable).
- b. The following students would not be allowed to proceed to the next semester and would have to complete the semester which they had not completed only at the next available opportunity.
 - i. Students who had failed to gain the minimum attendance in one or more courses conducted in the preceding semester
 - ii. Students who had not completed the academic requirements for the course(s) in the preceding semester
 - iii. Students who had been barred from taking the continuous internal assessment and or end semester examination for a course(s) other than valid reasons or medical grounds as approved by Director of the institute
 - iv. Students who have got pending payments due to the institute

- v. Students who are barred in the preceding semester on grounds and practices of indiscipline
- c. A student who is permitted to discontinue may re-join the programme at the appropriate semester only along with the students enrolled at the time of regular commencement of that semester as per the academic schedule of the institute.
- d. A student who discontinues and re-joins shall be governed by the rules, regulations, courses of study and syllabus followed, at the time of his / her re-joining the programme.
- e. Any student appearing for supplementary examinations in any subject, two years after the first registration for that subject, will be governed by the regulations and syllabus followed at the time when the supplementary examination is taken.

18. PERFORMANCE EVALUATION SYSTEM

- a. Assessment of courses will be done on the basis of marks scored. The Performance Analysis Committee which shall meet within three weeks after the completion of all examinations shall analyse the performance of students in all assessments (continuous internal assessment and end semester examination) of courses.
- b. Independent course is not evaluated as the theory and practical courses are evaluated
- c. The letter grades and the corresponding grade points are as follows :

Range of Marks	Corresponding Grade	Grade Point
Below 50	RA (Re- Appearance)	N.A*
50 to 59	B (Above Average)	6
60 to 69	B+ (Good)	7
70 to 79	A (Very Good)	8
80 to 89	A+ (Excellent)	9
90 and above	O (Outstanding)	10

*A minimum of 50% in each subject is required for a pass and obtaining grades.

Classification

- a. A student in order to be eligible for the award of the Degree must obtain a minimum of "B" grade in each course.
- b. The results of successful candidates will be classified as indicated below on the basis of the Cumulative Grade Point Average (CGPA):

S. No.	Range of CGPA	Classification (provided the student passes all the courses in the first attempt)
1	CGPA of 8.0 to 10.0	First Class with Distinction
2	CGPA of 6.5 to 7.9	First Class
3	CGPA of 6.4 to 5.5	Second Class

19. GRADE SHEET

- a. After the results are declared, Grade Sheets will be issued to each student which will contain the list of subjects for that semester and the grades obtained by the student.
- b. Independent courses completed in the particular semester will appear in the grade sheet as a separate section
- c. Grade Point Average (GPA) for each semester will be calculated only for those students who have passed all the courses in that semester.
- d. Cumulative Grade Point Average (CGPA) up to any semester will be calculated only for those students who have passed all the courses up to that semester. GPA is calculated as follows:

$$\text{GPA} = \frac{\sum (C_i * GP_i)}{\sum (C_i)}$$

Where C_i - is the credit assigned to the course
 GP_i - is the grade point obtained by the student

On successful completion of the programme, the CGPA is calculated as follows:

$$\text{CGPA} = \frac{\sum (C_i * GP_i)}{N}$$

Where C_i - is the credit assigned to the course
 GP_i - is the grade point obtained by the student
 N - is the total number of credits for the entire programme.

20. ELIGIBILITY TO AWARD OF DEGREE

A student shall be eligible for the award of MBA in the sectoral specialization (Apparel) if the student has

- a. Undergone the prescribed programme of study and has passed all the courses specified for the programme.
- b. No dues to the Institute, Library, Hostel etc.,
- c. No disciplinary action pending against him / her.

21. CONSOLIDATED STATEMENT OF GRADES

- a. At the end of the programme, all successful students will be furnished with a consolidated statement of grades which will contain the following particulars :
 - i. Grades in the courses completed in all the semesters
 - ii. Credits for each course completed and the cumulative credits for the programme
 - iii. CGPA
 - iv. Classification (First class with Distinction / First class / Second class
 - v. Independent course completed
- b. A student who has completed the minimum period and has undergone all the courses specified in a programme may be given a course completion certificate.

- c. At the end of the programme all successful students can apply for the provisional certificate on payment of prescribed fees of Rs.500/- through the application in prescribed format to the COE.

22. REVALUATION OF ANSWER SCRIPTS

- a. Within one week from the announcement of end semester examination results, a student may request for photocopies of his / her semester / supplementary examination answer paper in any course on payment of Rs. 400/- per course through proper application to the Controller of Examinations.
- b. Subsequently, within a week's time he / she can opt for revaluation if he / she so desires, on payment of Rs. 500/- per course through proper application to the Controller of Examinations.

23. SUPPLEMENTARY EXAMINATIONS

- a. Supplementary examination for students who failed to score the minimum marks for passing the course will be scheduled along with the end semester examinations conducted each semester.
- b. Students registering for supplementary examinations at the end of any semester should register for the course(s) he / she intends to appear by submitting application in the prescribed form with the prescribed fee of Rs.500/- per course to the Controller of Examinations.
- c. The candidates can appear for the supplementary examinations for the maximum period of 2 years (4 semesters) after their study under the regulations in which they are admitted.
- d. Any appearance for supplementary examinations after the above said duration will mandate the student to take the examination under the regulation in practice at the time of their appearance for the supplementary examinations
- e. A student is eligible to take up supplementary examinations only for the maximum period sated in "item c". Beyond that duration the student shall appear for examination for a particular course only when the end semester examination is scheduled for that particular course for the batch on roll.

OUTCOME BASED EDUCATION (OBE) FRAMEWORK

1. VISION & MISSION

Vision

To emerge as an internationally renowned center of excellence in textile management education, creating a strong cadre of professional managers who will become inspiring performers and decision makers, capable of attaining high standards and competitive edge to bring the Indian textile industry to the forefront.

Mission

Our Mission is to impart vibrant, comprehensive and innovative learning to our students enabling them to be managers, entrepreneurs, and leaders with strong cultural values and to provide an ambience to develop their skills to meet the challenges of the global business environment.

2. PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

1. Demonstrate competency across business disciplines transform into business professionals by applying the essential elements of core business principles to analyze and evaluate problems and to devise and implement strategies in the business environment.
2. Develop professional skills that prepare them for immediate employment and for life-long learning in Apparel sector and advanced areas of management.
3. Apply critical reasoning processes to specifically employ appropriate analytical models to evaluate evidence, select among alternatives, and generate creative options in furtherance of effective decision making.
4. Provide with an educational foundation that prepares them for excellence, leadership roles and be successful entrepreneurs with an incitement for societal contribution, values and ethics

3. PROGRAMME SPECIFIC OBJECTIVES (PSOs)

To

1. accustom to the basics, process of strategic decision making and arrive at successful business strategies
2. acquire and develop the ability to integrate decisions and solutions across disciplines in complex decision making environment
3. acquire fundamentals traits for becoming a contributing employee at the managerial level
4. be evident of the recent developments, trends and contemporary business practices with a specific focus on textile and apparel industry
5. comprehend and gain insight on global perspectives about textile and apparel industry. develop an understanding of the diverse and rapidly changing global business environment
6. develop analytical skills and managerial skills to augment the performance of a business organization.
7. display competencies and knowledge in key business functional areas

8. effectively use quantitative techniques and research tools in arriving at business decisions
9. imbibe understanding about the fundamental concepts in textile and apparel industry management.
10. inculcate necessary traits and develop skills to become entrepreneurs
11. instill the culture of working effectively and professionally in teams adjusting to group dynamics
12. integrate core business knowledge and apply that knowledge in the analysis and decisions-making process in textile and apparel industry.
13. possess an inclination towards ethical and values based, decision making supported by unyielding personal integrity and the confidence to act accordingly
14. provide insights on the impact and influence of various business environment factors on the functioning and strategic decisions by business organizations.

4. PROGRAMME OUTCOMES (PO)

1. Demonstrate professionalism, leadership and apply knowledge and skills to solve business problems
2. Integrate tools, concepts and principles from multiple functional areas (i.e. finance, marketing, human resource, etc.) to solve business problems
3. Possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.
4. Identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems
5. Have analytical skills applying business analysis, data management and diagnostic problem-solving skills in order to support management decision-making.
6. Exhibit leadership and team membership skills needed for implementing and coordinating organizational activities and managing change.
7. Have an understanding of how global competitive environments are changing business practices
8. Demonstrate competence in managing end to end business processes in textiles, apparel industries
9. Formulate an integrative business strategy through the application of multidisciplinary knowledge gained in textiles, apparel
10. Develop sensitivity toward and awareness of styles, trends and lifestyle issues that impact on the apparel industry and consumers
11. Originate, interpret and critically evaluate concepts, ideas and plans expressed in a variety of media, and use them in the pursuit of personally identified and formulated projects related to textile & apparel management.
12. A systematic and contemporary understanding of the core apparel management disciplines, principles, theory and good practice and be able to apply them to the apparel industry context
13. The ability to critically apply the concepts of Strategic Management in apparel sector to develop sector specific analytical skills as a prerequisite for a managerial role.
14. Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
15. Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

16. Ability to apply marketing concepts in order to effectively communicate, persuade and strategically engage diverse audiences within a technically driven business environment
17. Ability to apply concepts, tools of financial management in the creation, and analysis of financial situations within a business environment
18. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings
19. Continue to advance their knowledge and understanding and develop new skills to a high level and develop qualities and transferable skills necessary for establishment of new or employment in textile, apparel industry
20. Develop a range of research and consultancy skills including working autonomously in the selection, design and execution of Individual, problem – based and time constrained management research assignments

5. GRADUATE ATTRIBUTES

The graduates would

- Lead and manage a team in achievement of organisational goals,
- Think critically and take decisions based on complex information.
- Allocate and use resources for the benefit of organisations and society.
- Possess an understanding of dynamics of organisations and their stakeholders.
- Utilize functional knowledge and apply management skills adopting changing business environments.
- Adopt and contribute effectively in cross-cultural environment
- Be ethical and act with integrity.
- Enhance careers and have commitment to lifelong learning.

6. MAPPING OF PSOs AND POs

P S O	PO																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1			✓			✓			✓							✓		✓		
2	✓			✓				✓				✓								
3						✓	✓			✓	✓									
4												✓			✓	✓				
5							✓			✓										
6							✓			✓										
7					✓					✓		✓					✓			
8											✓	✓			✓	✓				
9										✓		✓								
10	✓	✓																		
11										✓									✓	✓
12													✓					✓		
13													✓						✓	✓
14														✓						
15															✓	✓			✓	✓

List of abbreviations

- L – Lecture Hours / Contact Sessions
- T - Tutorials
- P – Practicals
- CT – Course Type
- AM – Assessment Methodology
- CIA – Continuous Internal Assessment
- ESE – End Semester Examination
- CC – Core Courses
- SL – Supportive Laboratory Courses
- I – Internship
- SE – Sectoral Elective Courses
- NFE – Non Functional Elective Courses
- PI – Project Work / Independent Study

CODE	SEMESTER - I	L	T	P	C	CT	AM	
							CIA	ESE
THEORY								
22MBAA11	Concepts of Apparel Manufacturing	3	0	2	4	CC	40	60
22MBAA12	Management Concepts and Organizational Behaviour	3	0	0	3	CC	40	60
22MBAA13	Managerial Economics for Apparel Industry	3	0	0	3	CC	40	60
22MBAA14	Accounting for Decision Making in Apparel Industry	3	1	0	4	CC	40	60
22MBAA15	Legal Aspects of Business	3	0	0	3	CC	40	60
22MBAA16	Quantitative Techniques for Decision Making	3	1	0	4	CC	40	60
	Non-Functional Elective*	3	0	0	3#	NFE	40	60
PRACTICAL								
22MBAA1L1	Basic Apparel Construction Laboratory	0	0	4	2	SL	60	40
22MBAA1L2	Business Communication (Laboratory)	0	0	4	2	SL	60	40
	Total Credits				28			
CODE	SEMESTER - II	L	T	P	C	CT	AM	
							CIA	ESE
THEORY								
22MBAA21	Textile Wet Processing Management	3	1	0	4	CC	40	60
22MBAA22	Financial Management in Apparel Industry	3	1	0	4	CC	40	60
22MBAA23	Human Resource Management	3	0	0	3	CC	40	60
22MBAA24	Operations Management	3	0	0	3	CC	40	60
22MBAA25	Research Methods for Management	3	0	0	3	CC	40	60
22MBAA26	Apparel Business Analytics	3	0	0	3	CC	40	60
22MBAA27	Apparel Marketing Management	3	0	0	3	CC	40	60

PRACTICAL								
22MBAA2L1	Business Ethics (Case Study)	0	0	4	2	SL	100	
22MBAA2L2	Data analysis and Business Modelling (Laboratory)	0	0	4	2	SL	60	40
	Total Credits				27			
	Cumulative Credits				55			
CODE	SEMESTER - III	L	T	P	C	CT	AM	
							CIA	ESE
THEORY								
22MBAA31	Strategic Management and Corporate Governance	3	0	0	3	CC	40	60
22MBAA32	International Business Management	3	0	0	3	CC	40	60
	Sectoral Elective I	3	0	0	3	SE	40	60
	Sectoral Elective II	3	0	0	3	SE	40	60
	Sectoral Elective III	3	0	0	3	SE	40	60
	Sectoral Elective IV	3	0	0	3	SE	40	60
	Functional Elective I	3	0	0	3	FE	40	60
	Functional Elective II	3	0	0	3	FE	40	60
PRACTICAL								
22MBAA3L1	Creativity and Innovation Lab	0	0	4	2	SL	100	-
22MBAA3I	Internship	0	0	4	2	I	60	40
	Total Credits				28			
	Cumulative Credits				83			
CODE	SEMESTER - IV	L	T	P	C	CT	AM	
							CIA	ESE
	Sectoral Elective - V	3	0	0	3	SE	40	60
	Sectoral Elective - VI	3	0	0	3	SE	40	60
	Functional Elective -III	3	0	0	3	FE	40	60
	Functional Elective - IV	3	0	0	3	FE	40	60
22MBAA4P	Project work / Independent Study	0	0	0	9	PI	200	100

	Total Credits		21
	Cumulative Credits		104

LIST OF ELECTIVES

NON FUNCTIONAL ELECTIVES (2 electives)

CODE	COURSE	L	T	P	C
22MBAA101	Entrepreneurship Development	3	0	0	3
22MBAA102	Event Management	3	0	0	3

APPAREL MANAGEMENT ELECTIVES

22MBAA1	Apparel Production Planning and Control	3	0	0	3
22MBAA2	Apparel Quality Evaluation	3	0	0	3
22MBAA3	Apparel Costing	3	0	0	3
22MBAA4	ERP & MIS for Apparel Industry	3	0	0	3
22MBAA5	Apparel Merchandising	3	0	0	3
22MBAA6	Apparel Supply Chain Management	3	0	0	3
22MBAA7	International Trade Procedures and Export Documentation	3	0	0	3
22MBAA8	Fashion Management	3	0	0	3
22MBAA9	Industrial engineering in Apparel Production	3	0	0	3
22MBAA10	Environment and compliance management	3	0	0	3
22MBAA11	Technical Textile Products	3	0	0	3

LIST OF FUNCTIONAL ELECTIVES

MARKETING

22MBAM1	Product and Brand Management	3	0	0	3
22MBAM2	Consumer Behaviour	3	0	0	3
22MBAM3	Customer Relationship Management	3	0	0	3
22MBAM4	Integrated Marketing Communication	3	0	0	3
22MBAM5	Rural Marketing	3	0	0	3
22MBAM6	Services Marketing	3	0	0	3

HUMAN RESOURCE

22MBAH1	Labour Legislation and Industrial Relation	3	0	0	3
22MBAH2	Human Resource Development	3	0	0	3
22MBAH3	Performance Management	3	0	0	3
22MBAH4	Training and Development	3	0	0	3
22MBAH5	Organization Development	3	0	0	3
22MBAH6	Managerial Behaviour and Effectiveness	3	0	0	3

FINANCE

22MBAF1	Working Capital Management	3	0	0	3
22MBAF2	Business Analysis and Valuation	3	0	0	3
22MBAF3	Banking and Financial Services	3	0	0	3
22MBAF4	Equity Research and Portfolio Management	3	0	0	3
22MBAF5	Insurance and Risk Management	3	0	0	3
22MBAF6	Derivatives Management	3	0	0	3

* Optional courses

Credits for optional courses which can be earned by completing an independent course instead of optional courses as stated in regulations

SYLLABI

SEMESTER I

22MBAA11 – CONCEPTS OF APPAREL MANUFACTURING

Total Hours: 60

3 0 2 4

Course Objective

To make students gain knowledge on various techniques involved in different stages of manufacturing apparels.

Course Outcomes

- i. Acquire broad knowledge of the various industrial engineering methods and tools associated with manufacturing systems and human factors
- ii. Demonstrate modern industrial engineering methods and scientific solutions in apparel manufacturing
- iii. Skills to investigate, experiment and solve problem in ensuring productivity in manufacture of apparel
- iv. Understanding about contemporary techniques and practices in manufacturing of apparels

**MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES
(S - Strong, M-Medium)**

CO	PO																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.		S					M	S					S		S					
ii.		S					M	S					S		S					
iii.		S						S					S	M	S					
iv.		S						S					S		S	M				

UNIT 1

Introduction - Importance of pre-production activities - Steps from prototype to production model - Apparel production planning - control parameters - Understanding of specification sheet*.

UNIT 2

Body measurement: Introduction - Importance - equipment for measuring and marking – computerized body measuring system – Eight-head theory – Size chart – Methods and Principles of Pattern making and Pattern grading – Marker planning: Requirements and Methods - Marker efficiency - Advantages of computer aided marker planning*.

UNIT 3

Pattern layout - Layouts for special fabrics – Spreading: Introduction and importance, functions of spreading machines, computerised spreading machines* – Grain and its

importance, types of grain – Introduction to cutting machines – Types and functions of cutting machines – Straight knife, round knife, band knife, computerized cutting machines*.

UNIT 4

Sewing - Machinery classification, parts and functions of a basic sewing machine – Stitch and seam classification – Sewing needle and sewing thread specification, thread consumption – Sewing problems and their remedies - special attachments and its functions.

UNIT 5

Garment finishing - Introduction to garment details: neckline, collar, plackets, fasteners, yokes, pockets, sleeve, fullness, darts - use of trims, closures and interlinings – Garment pressing and its equipment – Packing: Materials and methods – Garment fit and comfort, standards for a good fit*, checking the fit, fitting techniques.

REFERENCES

1. Carr, H. & Latham, B. (2008). *The Technology of Clothing Manufacture* (4th ed.). Wiley India P Ltd.
2. Glock, R. E., & Kunz, G. I. (2005). *Apparel manufacturing: Sewn product analysis*. Pearson College Division.
3. Fan, J., Yu, W. & Hunter, L. (2004). *Clothing Appearance and Fit: Science and Technology*. Woodhead Publishing Ltd.
4. Solinger, J. (1988). *Apparel Manufacturing Handbook*. Van Nostrand Reinhold Company.
5. Cooklin, G. (2006). *Introduction to Clothing Manufacture*. (2nd ed.). Wiley Blackwell Publishing Ltd. New Jersey.

***Self-study topics**

22MBAA12- MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

Total Hours: 45

3 0 0 3

Course Objectives

- To understand the basic concepts of management and apply the concepts to recognise one self, other people and organizations in terms of behaviour, with an aim of making himself and also others to be more effective in the work place, with special reference to textile & apparel industry.
- To familiarize students with contemporary organizational behaviour theories.
- To help them understand predict and manage people better.
- To familiarize the students with organizational culture and help them to manage change.

Course Outcomes

- i. Able to get things done through people by adopting the underlying management principles and philosophies
- ii. Able to apply behavioural theories for managing employee's behaviour.
- iii. Able to understand people's behaviour and adopt appropriate motivation strategies.
- iv. Able to initiate, manage and implement changes in organization.
- v. Influence and moderate the work behaviour of different personalities.
- vi. Develop a conducive organizational culture.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.						S									S					
ii.						S														
iii.						S														
iv.														S					S	
v.	M																		S	
vi.															S					

UNIT 1

Management Theories - Management Functions and their significance – Evolution of Management – Span of control – Departmentalization – Line /Staff Authority and decentralization- Managerial and organizational decision making* – MBO - Roles, responsibilities and skills of managers.

UNIT 2

Nature, scope, contributing disciplines to OB, challenges and opportunities, OB model – Theoretical frame works, Organization Structure –Types and its application in textile industry* - Emotions – Emotional intelligence – Stress – Meaning, types and managing

stress in workplace. Changes in Individual, Group, Workplace and Social Behaviour during emergencies like covid-19 pandemic.

UNIT 3

Personality - Determinants, traits - Learning – Definition – Theories - Perception – Meaning, importance, process - Values – Importance, sources, types - Attitude – Motivation – Theories, applications

UNIT 4

Nature of groups – Defining and classifying groups – Structure, process – Group decision Making* – Team management skills – Communication – Functions, Barriers – Leadership – Concepts, Theories, styles, power and politics - Conflict – Nature and types – Negotiation.

UNIT 5

Dynamics, role and types of culture -- Organizational change - Concepts, resistance to change and approaches to managing organisational change - Organizational development –Process – Values and interventions–Business Ethics and Values*.

REFERENCES

1. Laurie, J. Mullins. (2013). *Management and Organisational Behaviour* (10th ed.). Pearson Higher Education. USA.
2. Stephen P, Robbins. (2013). *Organizational Behaviour* (15th ed.). Pearson Education. Inc., New Jersey.
3. Harold Koontz., & Heins Weihrich. (2009). *Essentials of Management* (8th ed.). Tata McGraw-Hill Publishing Company. New Delhi.
4. Stephen, P.Robbins & David, A. Decenzo. (2008). *Fundamentals of Management* (6th ed.). Pearson Education.
5. James, A. F Stoner., Edward, R. Freeman. & Daniel, R. Gilbert. (2006). *Management* (6th ed.). Prentice Hall India.
6. Jayantee Mukherjee Saha. (2006). *Management and Organizational Behaviour*. Excel Books.

***Self-study topics**

22MBAA13 – MANAGERIAL ECONOMICS FOR APPAREL INDUSTRY

Total Hours: 45

3 0 0 3

Course Objectives

- To give an insight on demand and supply analysis, forecasting and decision making, to provide students with a basic understanding of various market structures
- To provide students with a basic understanding of the macro-economic concepts and Indian Government's stabilization policies.

Course Outcomes

- i. Apply the concepts of managerial economics in day to day running of business.
- ii. Workout and develop business strategies according to the principles and law of demand, supply and market structures.
- iii. Analyze the impact of inflation in business and taking appropriate decisions and manage the ups and downs of business cycle
- iv. Effective allocation of resources.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.		S							M											
ii.			S															M		
iii.					S														M	M
iv.					S														M	M

UNIT 1

Managerial economics - Scope -Importance in business decision making - Role of Managerial Economist - Fundamental concepts - Demand analysis: Meaning, determinants and types, Elasticity of demand.

UNIT 2

Supply - Meaning and determinants, **production decisions, production functions** - Isoquants, Expansion path – Cobb - Douglas function - Cost concepts, cost - output relationship - Economies and diseconomies of scale - Cost functions.

UNIT 3

Market structure - Characteristics - Pricing and output decisions different market structures - Methods of pricing - Differential pricing - Government intervention and pricing.

UNIT 4

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit (CVP) analysis – Investment analysis.

UNIT 5

National income - Business cycle - Inflation and deflation - Balance of payments - Monetary and fiscal policies – Ease of doing business in Textile & apparel Industry* – Distance to Frontier Measure - Pre and post impact of Covid-19 in Indian Economy and Global Economy (with reference to Apparel Industry).

REFERENCES

1. Varshney, R. L., & Maheshwari, K. L. (2014) *Managerial Economics* (22nd ed.). S Chand & Sons.
2. Yogesh Maheshwari. (2012). *Managerial Economics*. PHI Learning Private Limited.
3. Dr.Mithani, D. M. (2009). *Managerial Economics Theory and applications*. Himalaya Publishing House Private Limited.
4. World Bank Group. (2014). *Doing Business 2015*. Washington.
5. Geetika., Piyali Ghosh., and Purba Roy Choudhury. (2013). *Managerial Economics*. Tata McGraw Hill Publishing Co., Ltd.
6. Paul, A. Samuelson., & William, D. Nordhaus. (2010). *Economics*. Indian adaptation by Sudip Choudhuri & Anindya Sen. Tata McGraw Hill.
7. Christopher, R. Thomas., Charles Maurice, S., & Sumit Sakar. (2010). *Managerial Economics*. Tata McGraw Hill Education Private Ltd.

***Self-study topics**

22MBAA14 – ACCOUNTING FOR DECISION MAKING IN APPAREL INDUSTRY

Total Hours: 60

3 1 0 4

Course Objectives

- To acquaint the students with the fundamental principles of accounting
- To enable the students to analyse and interpret Financial Statements
- To enrich the knowledge of students in Costing, Budgeting and Marginal costing technique.

Course Outcomes

- i. Able to apply appropriate financial analysis tool to make effective financial decisions.
- ii. Capable of applying budgetary control and Cost Volume Profit analysis tools as a controlling technique.
- iii. Compute and use various ratios to measure financial strength of a company through inter and intra firm comparisons.
- iv. Scientifically apportion the overheads and other costs across various products.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S – Strong, M-Medium)																				
PO																				
CO																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.		S		M																
ii.		S															S		M	
iii.			S											M						
iv.			S											M						

UNIT 1

Introduction to financial, cost and management accounting - Generally accepted accounting principles, conventions and concepts – Preparation of financial statements – Profit and loss account and Balance Sheet (with reference to Apparel Industry).

UNIT 2

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT 3

Costing – Purpose – Utility of costing – Method and techniques of costing – Historical costing, standard costing, process costing, unit costing, batch costing, marginal costing (concepts only)- Elements of cost - Preparation of cost sheet (related to Garment units).

UNIT 4

Marginal costing – Absorption costing v/s Marginal costing- Cost volume profit analysis- Breakeven analysis – Application of marginal costing – Pricing decision, make or buy, sales mix, profit planning etc. – Limitations of marginal costing*.

UNIT 5

Budgets and budgetary control – Principles, methods and types, flexible budgeting, cash budget, master budget – Zero base budgeting* – **Standard costing and variance analysis** – Material, labour, overhead - Sales and profit analysis (No problems).

**Questions: 60% of the questions shall be problems
40% of the questions shall be based on concepts**

REFERENCES

1. Khan, M. Y. & Jain, P. K. (2013). *Management Accounting - Text, Problem & Cases*. Tata McGraw Hill Publishing Co Ltd.
2. Narayanaswamy, R. (2014). *Financial Accounting – A managerial perspective*. PHI Learning P Ltd.
3. Sharma, R. K. & Gupta Shaghi. (2014). *Management Accounting - Principles and practices*. Kalyani Publishers.
4. Jan Williams., Susan Haka., Mark Bettner., & Joseph Carcello. (2010). *Financial and Managerial Accounting – The basis for business decisions*. Tata McGraw Hill Education.
5. Charles, T. Horngren., Gary, L. Sundem., William, O. Stratton., Dave Burgstahler., & Jeff, O. Schatzberg. *Introduction to Management Accounting*. PHI Learning.
6. Ashish, K. Battacharya. (2006). *Introduction to Financial Statement Analysis*. Prentice Hall of India.
7. Bhagavathi,V. & Pillai, R. S. N. (2010). *Cost & Management Accounting*. S.Chand & company Ltd.

***Self-study topics**

22MBAA15 – LEGAL ASPECTS OF BUSINESS

Total Hours: 45

3 0 0 3

Course Objectives

- The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.

Course Outcomes

- Understand the fundamental legal principles in developing various contracts and commercial laws in the business world
- Identify the common forms of business associations and elements of Corporate Governance
- Develop insights regarding the laws related to industrial environment
- Ability to understand the fundamentals of corporate tax and GST
- Understand the role of consumer rights and cyber laws in the modern business environment

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S			M										S	M					
ii.							S					S								
iii.														S			S			
iv.							S							M			S			
v.												S			M					

UNIT 1

COMMERCIAL LAW - THE INDIAN CONTRACT ACT 1872 - Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. **THE SALE OF GOODS ACT 1930** Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.

UNIT 2

COMPANY LAW AND COMPETITION ACT - COMPANY ACT 1956 & 2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

UNIT 3

INDUSTRIAL LAW - An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT 4

CORPORATE TAX & GST - Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply*, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge

UNIT 5

CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS - Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinerics and Forums-- Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Right to Information Act, 2005*.

REFERENCES:

1. Kapoor, N. D. (2017). *Elements of Mercantile Law*. Sultan Chand and Company.
2. Goel, P. K. (2017). *Business Law for Managers*. Biztantatara Publishers.
3. Pathak, A. (2018). *Legal Aspects of Business*. Tata McGraw Hill.
4. Kumar, R. (2016). *Legal Aspects of Business*, Cengage Learning.
6. Taxmann. (2019). *GST Manual with GST Law Guide & Digest of Landmark Rulings*.
7. Gogna, P. P. S. (2015). *Mercantile Law*, S. Chand & Co. Ltd.
8. Vinod, K. Singhania. (2007). *Direct Taxes Planning and Management*.
9. Stim, R. (2017). *Intellectual Property- Copy Rights, Trade Marks, and Patents*. Cengage Learning.
10. Albuquerque, D. (2017). *Legal Aspect of Business*. Oxford.
11. Kumar, R. (2016). *Legal Aspect of Business*. Cengage Learning.
12. Datey, V. S. (2019). *GST Ready Reckoner* (9th ed.).

***Self-study topics**

22MBAA16 – QUANTITATIVE TECHNIQUES FOR DECISION MAKING

Total Hours: 60

3 1 0 4

Course Objectives

- To learn the concepts of operations research applied in business decision making.
- To enable the students to have an insight into basic linear programming.
- To enable the students to understand operations research techniques in business operations.

Course Outcomes

- i. Able to apply LPP for profit maximization and cost minimization.
- ii. Able to apply transportation and assignment technique for optimization.
- iii. Able to apply the queuing model and replacement model for enhancing operational efficiency.
- iv. Identify the optimal mix to maximize profit or minimize cost.
- v. Minimizing the cost by identifying the shortest route and manage the cost efficiency by applying replacement models.
- vi. Optimization of resources using appropriate waiting line model.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)

PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S			M																
ii.					S			M												
iii.					S															
iv.				S											M					
v.				S											M					
vi.								S												

UNIT 1

Introduction of OR, phases of OR study, features and limitations of OR. Linear programming- Graphical method, simplex method

UNIT 2

Dual Simplex method: Concept of duality, general rules for converting primal to its dual, dual simplex method, advantages of dual simplex method.

UNIT 3

Transportation model: The Transportation algorithm, initial basic feasible solution using North-West corner method, Applications of transportation problem - Queuing theory

UNIT 4

Assignment problem: Formulation, solution to assignment problems using Hungarian method, travelling salesman problem - Application of assignment problems- Game theory

UNIT 5

Network techniques: Network diagram representation, project evaluation review technique (PERT) - Event times, slack, critical path, PERT procedure. Determination of probability of completion of project, project planning using - Critical Path Method (CPM)

REFERENCES

1. Paneerselvam, R. (2012). *Operations Research* (4th ed.). Prentice Hall of India.
2. Vohra, N.D. (2010). *Quantitative Techniques in Management*. Tata McGraw Hill Pub. Co., Ltd. Noida.
3. Pai, P. P. (2012). *Operations Research – Principles and Practice*. Oxford Higher Education. New York.
4. Hamdy, A. Taha. (2008). *Introduction to Operations Research*. Prentice Hall India, New Delhi.
5. Srinivasan, G. (2010). *Operations Research– Principles and Applications*. PHI Learning. New Delhi.
6. Gupta, P. K. & Hira, D. S. (2007). *Problem in Operations Research*. S. Chand and Co. New Delhi.
7. Sharma, J. K. (2009). *Operations Research, Theory and Practice*. Macmillan Publishers. Germany.
8. Frederick., & Hillier, M. (2013). *Introduction to Management Science – modelling and case studies approach with spread sheets*. Tata McGraw Hill Pub. Co. Ltd. Noida.

***Self-study topics**

22MBAA1L1 – BASIC APPAREL CONSTRUCTION LABORATORY

Total Hours: 30

0 0 4 2

Course Objectives

- To know about the basics of and operating a commercial sewing machine
- To select and adapt existing patterns to enable a garment to correctly fit for the body or an item to meet desired size and fit specifications.
- To establish and take key measurements, and draft a template (eg, pattern block, working drawings) that uses these measurements

Course Outcomes

- i. Able to undertake advance pattern adaptation in a manner that economizes time, effort and materials.
- ii. Able to construct a final toile or mock up of the adapted pattern to ensure the final pattern correctly interprets the design and its special features
- iii. Able to develop technical ability, and a sensitivity to interpret a design with a practical understanding of garment construction.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S		M																	
ii.										S									M	
iii.										S										M

LIST OF EXPERIMENTS

1. Parts and functions of Single Needle Lock Stitch Machine
2. Prepare samples for hand stitches
 - A) Temporary stitches:** even basting, uneven basting, diagonal basting and slip basting.
 - B) Permanent stitches:** running, hemming, back, run and back stitch, over casting, overhanding and whipping.
3. Prepare samples for seams and seam finishes
 - A) Seams:** plain, single top stitch, double top stitch, welt, lapped, slot, flat fell, french, hemmed flat fell, mantua maker’s and piped seam.
 - B) Seam Finishes:** pinked, double stitch, edge stitch, herring bone, bound seam edge finish and overcast finish.
4. Preparation of pattern and samples for Fullness - any two (darts, tucks, pleats, flares, godets, gathers and shirrs, frills and ruffles).
5. Preparation of pattern and samples for facings and bindings in necklines -- any two (bias, shaped, decorative and French).
6. Preparation of pattern and samples of plackets – any two (Continuous bound placket, 2-piece placket, tailor placket, fly opening and zipper)
7. Preparation of pattern and samples of collars – any two (Peter pan collar, full shirt collar, stand collar)

8. Preparation of pattern and samples of pockets – any two (Patch pocket, bound pocket and front hip pocket)
9. Preparation of pattern and samples of sleeves – any two (Plain, puff, raglan, kimono)
10. Preparation of pattern and samples of yokes of various styles – Any two

REFERENCES

1. Mathews, M. (1985). *Part I & II, Practical Clothing Construction, Basic Sewing Processes*. Jevve Printers. Chennai.
2. Laing, R. M. & Webster, J. (1998). *Stitches & Seams*. The Textile Institute. India.
3. Mathews, M. (1991). *Practical Clothing Construction Part-II. Designing, Drafting and tailoring*. Bhattarams Reprographics (P) Ltd. Chennai.
4. Claire, S. (2001). *Sewing for the Apparel Industry*. Prentice Hall. New Jersey.
5. Gerry, C. (1997). *Garment Technology for Fashion Designers*. Blackwell Science Ltd.
6. Knight, L. (2010). *Sewing Tips, Techniques and Trade Secrets*. St. Martin's Press. New York.
7. Hosegood, B. (2006). *The Complete Book of Sewing*. Dorling Kindersley Ltd., London.
8. Zarapkar, K.R. (2017). *System of Cutting*. Navneet Publications. India.

22MBAA1L2 – BUSINESS COMMUNICATION (LABORATORY)

Total Hours: 30

0 0 4 2

Course Objectives

- To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public,

Course Outcomes

- Develop good managerial communication skills
- Ability to excel in different forms of written communication required in a business context
- Develop good presentation skills
- In-depth understanding of interview skills
- Ability to prepare Business reports

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S		S			M														M
ii.						M										S				
iii.	S															S		M		
iv.																		M	S	
v.					M															S

UNIT I

INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION- Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.

UNIT 2

BUSINESS COMMUNICATION WRITING MODELS AND TOOLS -Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes

UNIT 3

EFFECTIVE PRESENTATIONS - Principles of Effective Presentations, Principles governing the use of audiovisual media.

UNIT 4

INTERVIEW SKILLS - Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.

UNIT 5

REPORT WRITING - Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.

Note: The emphasis of the entire subject should be on practical aspects.

Practical:

Module 1-This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills.

Module 2-This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role-plays and simulations

Module 3-This practical module aims to help students be persuasive in the business world. Students will learn listening and data gathering skills to better understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy/suggestion/product through role-playing a boardroom presentation. Students will also be taught business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations.

REFERENCES :

1. Rajendra Pal, J.S. Korlahalli. *Essentials of Business Communication* (13th ed.). Sultan Chand & Sons.
2. Meenakshi Raman., Prakash Singh. (2012). *Business Communication* (2nd ed.). Oxford.
3. Raymond, V. Lesikar., Flatley. (2004). *Basic Business Communication Skills for Empowering the Internet Generation* (10th ed.). Tata McGraw Hill. New Delhi.
4. Ludlow, R. Panton. (1995). *The Essence of Effective Communications*. Prentice Hall of India Pvt. Ltd.
5. Rayadu, C. S. (2015). *Communication*, Himalaya Publishing House.
6. Sharma, R. C., & Krishna Mohan. (2017). *Business Correspondence & Report Writing* (5th ed.). Tata McGraw Hill.
7. Malcolm Goodale. *Developing Communication Skills* (2nd ed.). Professional Presentations. Cambridge University Press
8. *Supplementary Reading Material Business Communication*. Harvard Business Essentials Series, HBS Press
9. Bowman, J.P., & Branchaw, P.P. Dryden press. *Business Communications: From Process to Product*, Chicago.

WEBSITES :

www.businesscommunicationskills.com

www.kcittraining.com

www.mindtools.com

www.businesscommunication.org

SEMESTER II

22MBAA21 – TEXTILE AND APPAREL WET PROCESSING MANAGEMENT

Total Hours: 60

3 1 0 4

Course Objectives

- To acquaint the student in the operational sequence of wet processing for different apparel materials.
- To impart knowledge in the field of pre-processing, processing and post-processing of textile substrate.
- To impart fundamental knowledge of colour science and assessment of dyed and printed goods.

Course Outcomes

After completion of this course, the students will be able to:

1. Obtain knowledge on chemical processing of cotton and blended materials.
2. Analyse the parameters and categorize the recipes for chemical processing of apparel materials.
3. Categorize and select the appropriate techniques to process the yarn and fabrics through dyeing and printing processes.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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II.				S					M											
III.								S	M											

UNIT 1

Introduction to wet processing, wet processing sequence of cotton, viscose, silk, wool, polyester, polyester / cotton blends, nylon and acrylic - Shearing and cropping - Singeing – Desizing - Scouring - Bleaching– Mercerization, Process control in pre-processes.

UNIT 2

Classification of colouring matter - Principles of dye selection of direct, reactive, vat dyes, acid, basic, natural and disperse dyes – Properties and application of dyes, eco-friendly dyes and chemicals - Theory of dyeing - Stages and machines used for dyeing - Colour matching concepts – Visual and computer colour matching - Garment dyeing – Machines.

UNIT 3

Printing – Introduction - Print paste ingredients, Styles of printing - Roller printing machine, flat bed screen printing machine, rotary screen printing machine, thermo transfer printing machine, ink jet printing machine - Methods of fixation of prints - Advanced printing methods.

UNIT 4

Finishing - Mechanical finishes - Calendaring, anti – shrink finishing - Chemical finishes - Flame proof finishes, water proof and water repellent finishes, soil release finishes, anti - microbial finishes - Finishing of knitted goods - Stentering and compacting - Garment washing and finishing process.

UNIT 5

Effluent and their characterization – Principle of effluent treatment - Zero liquid discharge, marine discharge – Concepts and application – Case studies - Industrial hygiene and safe working practices - Eco-labels – Organic clothing – Eco-friendly processing – **Eco Textiles for Sustainable Development** - Environmental management - Study of polluted rivers and audit system.

TEXT BOOK

1. Trotman, E.R. (1994). *Dyeing and Chemical Technology of Textile Fibres*. Wiley publishers.
2. Kaushik, C. V. (2004). *Chemical Processing of Textiles*. NCUTE Publications.
3. Miles, W.C. (2003). *Textile Printing*. Woodhead Publishing.

REFERENCES

1. Schindler, W.C., and Hauser, P. J. (2004). *Chemical Finishing of Textiles*. Woodhead Publishing.
2. Karmakar, S. R. (1999). *Chemical Technology in the Pre-Treatment Processes of Textiles*. Elsevier.
3. Sekhri., and Seema. (2010). *Textbook of Fabric Science: Fundamentals to Finishing*. PHI Learning Private Limited.
4. Board, N. I. I. R. (2004). *Polymers and Plastics Technology Handbook*. Asia Pacific Business Press Inc.

***Self-study topics**

22MBAA22- FINANCIAL MANAGEMENT IN APPAREL INDUSTRY

Total Hours: 60

3 1 0 4

Course Objectives

- To enable the students to understand the basic concepts of Financial Management.
- To enable students to understand various sources of finance available to a firm, to know how to manage a firm's working capital efficiently
- To demonstrate proficiency in valuation techniques, both DCF (discounted cash flow) and non-DCF
- To understand the concepts and techniques of Capital Budgeting, Working Capital Management and Dividends.
- To throw light on the significance of Cost of Capital for deciding the Capital Structure.

Course Outcomes

- i. Capable of applying appropriate Capital Budgeting Techniques.
- ii. Able to apply appropriate Capital Structure and Dividend Policy for optimal risk return trade-off.
- iii. Capable of applying different Working Capital policies to improve liquidity.
- iv. Apply the outcome of capital budgeting for managerial decision making under capital rationing.
- v. Apply operating and financial leverages to strike a fine balance between shareholders' and lenders' interests.
- vi. Scientifically estimate the weighted average cost of capital for maximizing the firm's profits.
- vii. Estimate and decide the various sources of working capital.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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ii.					S		M													
iii.				S		M														
iv.				M														S		
v.															M		S			
vi.					S												M			
vii.				S																

UNIT 1

Financial management – an Overview - Time value of money - Introduction to the concept of risk and return of a single asset and of a portfolio - Valuation of bonds and shares with reference to Apparel industry.

UNIT 2

Capital budgeting - Identifying relevant cash flows - Evaluation techniques : Payback, accounting rate of return, net present value, internal rate of return, profitability index - Comparison of DCF techniques - Project selection under capital rationing - Concept and measurement of cost of capital - Specific cost and overall cost of capital (Concepts and applications for Garment Units).

UNIT 3

Financial and operating leverage (Problems) - Capital structure - Cost of capital and valuation - Designing capital structure - Dividend policy - Aspects of dividend policy* - Practical consideration - Forms of dividend policy - Forms of dividends - Share splits.

UNIT 4

Principles of working capital – Issues and estimation of working capital – Factors affecting working capital requirements - Forecasting working capital requirement (problems) - working capital financing approach* - Trade credit, bank finance and commercial paper

UNIT 5

Indian capital and stock market, new issues market long term finance - Shares, debentures and term loans, lease, hire purchase, venture capital financing, private equity* (With reference to Apparel Industry).

**Questions: 60% of the questions shall be problems
40% of the questions shall be based on concepts**

REFERENCES

1. Pandey, I. M. (2015). *Financial Management* (11th ed.). Vikas Publishing House Pvt. Ltd.
2. Khan, M. Y., and Jain, P. K. (2011). *Financial management, Text Problems and cases* (6th ed.). Tata McGraw Hill Pub Co., Ltd.
3. Prasanna Chandra. (2015). *Financial Management* (7th ed.). Tata McGraw Hill Publishing Co Ltd.
4. Sudarsana Reddy, G. (2010). *Financial Management Principles & Practices* (2nd ed.). Himalaya Publishing House Private Limited.
5. James, C. Vanhorne. (2012). *Fundamentals of Financial Management* (11th ed.). PHI Learning.

***Self-study topics**

22MBAA23 - HUMAN RESOURCE MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To understand the best ways in which Human Resources are managed in textile industry
- To provide the knowledge on effective HR policies to acquire, develop and retain the Human Resources in organizations.

Course Outcomes

- i. Well versed with the principles and practices of human resource management
- ii. Skills to apply various human resource management techniques and tools
- iii. Able to perform the functions of a HR manager
- iv. Equipped with HR competencies

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.		S				M														
ii.			S				M													
iii.				S							M									
iv.					S														M	

UNIT 1

Introduction - HRM policies and roles - The importance of the human factor – HRM and its interaction with other functional areas - Evolution of human resource management – Strategic HR management – Line and staff functions - Role of HR manager– Establishing a HRM department, HR Policies, Functions, Roles and HR practices in Indian textile & apparel industry.

UNIT 2

Human resource planning and forecasting - Organisational structure, employment system and classification of employees in textile & apparel industry – Job analysis - Job description, Job specification, Job evaluation and types of jobs in textile industry – Job design -Application of KPA, KRA and competency mapping in textile industry- Cultural issues and challenges – Migration trends - Absenteeism and labour turnover in textile industry*.

UNIT 3

Recruitment - Policy, procedure process and methods in textile units – Internal, external alternative sources of recruitment –E-recruitment - Employment forecasting and building employee commitment – Selection - Policy, process and methods -Psychological and computerised testing – Interviewing, methods of interviewing - Placement – Talent management – Talent engagement activities.

UNIT 4

Training and Development - Orienting the employees, training needs, training objectives, the process, types and training at various levels of employees in Textiles & apparel sector – Skill initiatives of Govt. of India, Sectoral skill council – Textile sector skill council – Performance evaluation - Plan, techniques and feedback –Performance management – Performance planning and monetary – Performance assessment and review – Performance feedback and counselling – Managing team performance and Employee career planning and development initiatives*.

UNIT 5

Compensation – Financial / Non-financial incentives and variable pay for performance - Executive and non-executive plans- Benefits and services - Statutory and non-statutory benefits –Salary administration – Principles, techniques and components of salary fixation*.

REFERENCES

1. Gary Dessler. (2012). *Human Resource Management (13th ed.)*. Prentice Hall of India Pvt Ltd.
2. Robert, L. Mathis., John, H. Jackson., Sean, R. Valentine., & Patricia, A. Meglich. (2015). *Human Resource Management (15th ed.)*. Cengage Learning.
3. John, Ivancevich. (2012). *Human Resource Management (12th ed.)*. Tata McGraw Hill Pub. Co. Ltd.
4. Micheal Armstrong. (2007). *Human Resource Management Practice (11th ed.)*. Kogan Page Ltd.
5. Rao, T. V. (2012). *Performance Management and Appraisal Systems – HR Tools for Global competitiveness*. Response books.

***Self-study topics**

22MBAA24 - OPEARTIONS MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

Course Outcomes

- Understanding of the evolution of operations management practices and world class manufacturing processes
- Knowledge about capacity planning, strategic sourcing and procurement in organizations
- Enhances the understanding of product development and design process
- Ability to forecast demand and overcome bottlenecks
- Provides insight to Quality management tools and practices.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	M	S																		
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iii.												M								S
iv.	S	S		S									M							
v.		S										S								

UNIT I

INTRODUCTION TO OPERATIONS MANAGEMENT - Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit, framework. Productivity; World-class manufacturing practices

UNIT 2

OPERATIONS AND THE VALUE CHAIN - Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors - **Sustainable value chain.**

UNIT 3

DESIGNING OPERATIONS - Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT 4

PLANNING AND CONTROL OF OPERATIONS - Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing - **Sustainable production planning and control.**

UNIT 5

QUALITY MANAGEMENT – Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.

REFERENCES :

1. Richard, B. Chase., Ravi Shankar, F., Robert Jacobs. (2014). *Operations and Supply Chain Management* (14th ed.). McGraw Hill Education (India) Pvt. Ltd.
2. Mahadevan, B. (2015). *Operations management: Theory and practice*. Pearson Education India.
3. William, J. Stevenson (2006). *Operations Management* (9th ed.), Tata McGraw Hill.
4. Russel., and Taylor. (2006). *Operations Management* (5th ed.). Wiley.
5. Norman Gaither., and Gregory Frazier. (2015). *Operations Management* (9th ed.). South Western Cengage Learning.
6. Cecil, C. Bozarth., & Robert, B. Handfield. (2016). *Introduction to Operations and Supply Chain Management* (4th Ed.). Pearson.
7. Panneerselvam, R. (2012). *Production and Operations Management* (3rd ed.). PHI Learning.

****Self-study topics***

22MBAA25 - RESEARCH METHODS FOR MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To impart to students basic skills involved in pursuing Research.
- To enable the student to conduct surveys and inquiry by applying appropriate research techniques.
- To introduce the concept of scientific research and the methods of conducting scientific enquiry.
- To familiarize students in the area of application of multivariate statistical tools in Business Research.
- To enable the students to prepare Business Reports and present them to top management for decision making.

Course Outcomes

- i. Able to pursue research on a scientific basis and select appropriate research design.
- ii. Able to analyze the collected data using appropriate statistical tools for interpretation of the data.
- iii. Able to present the research report adopting the right tools for enhancing the quality of presentation.
- iv. Identify problem, define objectives and select suitable research design.
- v. Develop measurement tools and test for its validity and reliability.
- vi. Collect data adopting appropriate methods and prepare the data for further analysis.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.		S			M															S
ii.				S				M												
iii.					S						M									
iv.			S								M									
v.					S									M						
vi.														S		M				

UNIT 1

Research - Scope and significance - Types of research - Research process - Characteristics of good research – Research design- Ethics in business research*.

UNIT 2

Measurement - Errors in measurement* - Tests of sound measurement, techniques of measurement - Scaling Techniques - Types of scales - Scale construction.

UNIT 3

Sampling design – Criteria for good sample design* - Types of sample designs - Probability and non-probability samples - Data collection : Types of data - Sources - Tools for data collection - methods of data collection - Constructing questionnaire - Pilot study* - Case study* - Data processing : Coding - Editing and tabulation of data.

UNIT 4

Test of Significance:-Assumptions about parametric and non-parametric tests. Parametric test – t test, F test and Z test - Non Parametric Test -U Test, Kruskal Wallis, sign test – Non-parametric test – Chi square and ANOVA.

UNIT 5

Interpretation - Techniques of interpretation - Report writing: Significance - Report writing: Steps in report writing - Layout of report - Types of reports - Oral presentation - Executive summary - mechanics of writing research report - Precautions for writing report - Norms for using tables, charts and diagrams* – Appendix: Norms for using index and bibliography*.

REFERENCES

1. Zukmund, G. William., Barry Babin., & Jon Carr. (2012). *Business Research Methods* (9th ed.). Cengage Learning.
2. Cooper, R. Donald., & Pamela, S. Schindler. (2014). *Business Research Methods* (12th ed.). McGraw Hill Education.
3. Collis Jill., & Hussey. (2013). *Business Research: A Practical Guide for Undergraduate and Post Education* (4th ed.). Palgrave Macmillan.
4. Saunders, N.K. Mark., Lewis Philip., & Adrian Thornhill. (2012). *Research methods for Business Methods* (6th ed.). Prentice Hall of India.
5. Kothari, C. R. (2004). *Research Methodology: Methods and Techniques illustrated* (2nd ed.). New Age International, P Ltd.

***Self-study topics**

22MBAA26 – APPAREL BUSINESS ANALYTICS

Total Hours: 45

3 0 0 3

Course Objectives

- Use business analytics for decision making
- To apply the appropriate analytics and generate solutions
- Model and analyse the business situation using analytics.

Course Outcomes

- Ability to understand the role of Business Analytics in decision making
- Ability to identify the appropriate tool for the analytics scenario
- Ability to apply the descriptive analytics tools and generate solutions
- Understanding of Predictive Analytics and applications
- Knowledge of Prescriptive Analytics and demonstrating business process improvement

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S		S																	S
ii.					S															
iii.	S	M	S		S			M					S							
iv.		M	S		S						M		S							
v.	S	M	S																	

UNIT 1

INTRODUCTION TO BUSINESS ANALYTICS - Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT 2

MANAGING RESOURCES FOR BUSINESS ANALYTICS - Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT 3

DESCRIPTIVE ANALYTICS - Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

UNIT 4

PREDICTIVE ANALYTICS - Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

UNIT 5

PRESCRIPTIVE ANALYTICS - Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

REFERENCES

1. Marc, J. Schniederjans., Dara, G. Schniederjans., and Christopher, M. Starkey. (2014). *Business Analytics Principles, Concepts, and Applications - What, Why, and How*. Pearson Edition.
2. Christian Albright, S. and Wayne, L. Winston. (2015). *Business Analytics - Data Analysis and Decision Making (5th ed.)*. Cengage Learning.
3. James, R. Evans. (2012). *Business Analytics - Methods, Models and Decisions*. Pearson Ed.

22MBAA27 – APPAREL MARKETING MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To enable the students to understand concepts, and apply marketing tools for business growth and development.
- To gain an insight on the impact of marketing environment on the marketing strategies adopted by the business organizations.
- To provide an understanding about STP (Segmentation, Targeting, Positioning) in marketing and give an comprehensive view about the individual buyer behaviour
- To give a detailed insight into the 4Ps of Marketing.

Course Outcomes

- i. Contribute meaningful suggestions in developing a product and branding the same.
- ii. Suggest appropriate pricing strategy and price adjustments considering competition and related other factors.
- iii. Give valuable inputs in designing marketing communications and promotional strategies.
- iv. Assessing and responding to the impact of external environmental factors by formulating appropriate marketing strategies.
- v. Drafting a segmentation statement and selecting appropriate positioning strategy.
- vi. Manipulating with the elements of marketing mix for the success of an entity.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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ii.			M						S											
iii.					M					S										
iv.													M			S				
v.															M				S	
vi.																			S	

UNIT 1

Marketing concepts - Marketing v/s Selling, marketing management, marketing mix, STP (Segmentation, Targeting, Positioning) concept, Strategic marketing, marketing plan

UNIT 2

Product - Classification, levels, product line- Concepts and decisions, differentiation, standardization vs. adaptation, new product development process, product life cycle, packaging, labelling, tags (With reference to Apparel Products)

UNIT 3

Pricing -Process, methods, pricing strategies: price adaptation (geographical pricing, discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing), Pricing in textiles and garment industry.

UNIT 4

Physical distribution - Channels, functions, levels of distribution channels, channel-management decisions: vertical, horizontal and multi-channel marketing systems, legal and ethical issues in channel relations*, application in textile, apparel and retail organisations*

UNIT 5

Promotion – concept, promotion mix - Advertising: 5-M model; Sales promotion: Tools and techniques; Public relations - Techniques and methods of PR; Direct marketing, catalogue marketing, telemarketing, e-marketing*, m-commerce*; Personal selling*.

REFERENCES

1. Kotler Philip., Keller., Koshy & Jha. (2011). *Marketing Management* (14th ed.). Prentice Hall of India.
2. Ramendra Singh. (2013). *Case Studies in Marketing Management*. Pearson Education.
3. Russell, S. Winer. (2015). *Marketing Management*. Pearson Education Inc.
4. Rajan Saxena. (2006). *Marketing management*. Tata McGraw Hill Publishing Co. Ltd.
5. Keith Blois. (2005). *Marketing*. Oxford University Press.
6. Perreault. (2005). *Basic Marketing*. Tata McGraw Hill Publishing Co., Ltd.
7. Etjel., Walker., & Stanton. (2005). *Marketing*. Tata McGraw Hill Publishing Co., Ltd.

***Self-study topics**

22MBAA2L1 – BUSINESS ETHICS (CASE STUDY)

Total Hours: 30

0 0 4 2

Course Objectives

- To enable the learners to have exposure on business ethics and ethical business perspectives.

Course Outcomes

- The learners can handle issues of business ethics and offer solutions ethical perspectives
- The learners are able to apply the basic concepts of Indian ethos and value systems at work.
- The learners can handle issues of business ethics and offer solutions in ethical perspectives
- The learners are professionally efficient and skilful in value systems and culture
- The learners are capable in ethically manage business towards well-being of the society. The learners can be socially effective in undertaking business responsibilities.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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ii.														S	M					
iii.														S	M					
iv.														S	S					
v.														S				S		

Note:

- The following is the list of topics suggested for preparation and presentation of case studies by students during the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester.
- **No end semester examination is required for this course.**

- 1) Individual Culture and Ethics
- 2) Ethical codes of conduct and value Systems
- 3) Loyalty and Ethical Behaviour, Ethical decision making
- 4) Ethical business issues and solutions
- 5) Corporate Social Responsibilities of Business

22MBAA2L2 – DATA ANALYSIS AND BUSINESS MODELLING (LABORATORY)

Total Hours: 30

0 0 4 2

Course Objectives

- To have hands-on experience on data analysis for business modelling.

Course Outcomes

- Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
- Facilitates to identify the relationship between variables using data analytical tools
- Provides understanding about forecasting in real time business world using analytical tools
- Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
- Enhances knowledge about networking, inventory models and queuing theory using data analytical tools

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S			S	S															S
ii.											M		S							S
iii.								S					M							
iv.								S			M									
v.								M			S		M							

S.No	Exp.no	Details of experiments		Duration
		Name		
1	1	Descriptive Statistics		4
2	2	Parametric Tests		4
3	3	Non-parametric Tests		4
4	4	Correlation & Regression		4
5	5	Forecasting		4
6		Extended experiment - 1		4
7	6	Portfolio Selection		4
8	7	Risk Analysis & Sensitivity Analysis		4
9	8	Revenue Management		4
10		Extended experiment - 2		4
11	9	Transportation & Assignment		4
12	10	Networking Models		4
13	11	Queuing Theory		4
14	12	Inventory Models		4
15		Extended experiments - 3		4

- Spreadsheet Software and Data Analysis Tools

REFERENCES:

1. David, R. Anderson., et al. (2011). *An Introduction to Management Sciences: Quantitative approaches to Decision making* (5th ed.). South-Western College Pub.
2. William, J. Stevenson., Ceyhun Ozgur. (2009). *Introduction to Management Science with Spreadsheet*. Tata McGraw Hill.
3. Hansa Lysander Manohar. (2017). *Data Analysis and Business Modelling using Microsoft Excel*. PHI.
4. David, M. Levine., et al. (2010). *Statistics for Managers using MS Excel* (6th ed.). Pearson,
5. Minnick, C. (2012). *Web Kit for Dummies*. John Wiley & Sons.

SEMESTER III

22MBAA31- STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE

Total Hours: 45

3 0 0 3

Course Objectives

- To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments, specifying the organization's mission, vision and objectives, developing policies
- To help the students to learn the process of strategic decision making.
- To develop the capability of evolving strategies in competitive environments.
- To enable the students to have insight in implementation and control of strategic policies

Course Outcomes

- i. Analyze and develop strategies for corporations.
- ii. Evolve strategies to competitive environments.
- iii. Apply the various tools of evaluation of strategies.
- iv. Design organization structure to match the strategy.
- v. To gain insight in implementation and control of strategic policies.
- vi. Focus on future to sustain and increase the market share.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.			S		M															
ii.							S	M												
iii.									S		M									
iv.							S													
v.																S			M	
vi.																		S		

UNIT 1

Strategy: Meaning- Conceptual framework for strategic management, strategy formation process – Stakeholders in business – Vision, mission and purpose

UNIT 2

Capabilities and competencies – Core competencies, Competitive advantage - Porter's five forces model- Low cost and differentiation generic building blocks of competitive advantage-Globalisation and industry structure-National context and competitive advantage resources –Sustaining competitive advantage

UNIT 3

The generic strategic alternatives – Stability, expansion, retrenchment and combination strategies - Business level strategy - Strategic analysis and choice –Tools: Environmental threat and opportunity profile (ETOP) - Organizational capability profile-Strategic advantage profile-Corporate portfolio analysis- SWOT analysis-GAP analysis-McKinsey's 7s framework- GE9 cell model.

UNIT 4

Strategy implementation and evaluation– The implementation process, resource allocation, Designing organizational structure - Designing strategic control systems – Matching structure and strategy- Implementing strategic change – Influence of Politics, Power and conflict –Techniques of strategic evaluation and control.

UNIT 5

Corporate governance – Historical perspective* – Issues* – Obligation to society, investors, employees and customers* – Managerial obligation – Ethics and Values in Business - **Corporate sustainability**

REFERENCES

1. John Pearce., Richard., & Amitha Mittal. (2012). *Strategic Management* (12th ed.). McGraw Hill Education.
2. Mason, A. Carpenter. (2011). *Strategic Management: Concepts and Cases*. Pearson Education Inc.
3. Fernando, A. C. (2009). *Corporate Governance* (3rd ed.). Pearson Education.
4. Dr. DharmaBirsingh. (2012). *Strategic Management & Business Policy*. koGent Learning Solutions Inc. Wiley & Sons.
5. Adriaux, H. Aberberg., & Alison Rieple. (2008). *Strategic Management Theory & Application*. Oxford University Press.
6. Lawrence, G. Hrebiniak. (2005). *Making strategy work*. Pearson Education Inc.

****Self-study topics***

22MBAA32 – INTERNATIONAL BUSINESS MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To enable the students to understand the fundamentals of International business.
- To provide competence to the students on making International business decisions.
- To enable the students to understand the financial and promotional assistance available for exporters.
- To understand the environment of business with global entities and to provide exposure about foreign exchange and export/import procedures.

Course Outcomes

- i. Able to take business overseas having understood the intricacies of external market.
- ii. Work on suitable external market entry strategies and choose the right market mix.
- iii. Analyze the foreign exchange market and take appropriate measures for export promotion.
- iv. Skill of assessing the nations on different parameters and arrive at a decision on feasibility of entering that market.
- v. Skill of scanning and responding to the dynamic international environment.
- vi. Withstanding the pressures and maintaining the profitability amidst the fluctuations of the foreign exchange market.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.					M		S													
ii.			M					S												
iii.																S				
iv.																		S		
v.																S				
vi.																S				

UNIT 1

Introduction - International business –Definition - Internationalizing business- Advantages –factors causing globalization of business - International business environment – Country attractiveness –Political, economic and cultural environment* – Protection vs. liberalization of global business environment.

UNIT 2

Trade policies, monetary policies, fiscal policies – impact on international business, Protectionism, Trade Barriers: tariff and non-tariff barriers, Promotion of global business - The role of GATT/WTO – multilateral trade negotiation and agreements – Round discussions and agreements – Trade blocks - Challenges for global business*

UNIT 3

Global entry strategies – Different forms of international business, advantages, Global production – location, product decisions, international pricing: issues, strategies, INCOTERMS.

UNIT 4

Global supply chain issues –channel management, international marketing strategies – organizational issues - Organizational structures – Human Resource issues*, managing multi-cultural organizations*, Selection of expatriate managers.

UNIT 5

Foreign Exchange: Concept and Significance – Foreign change Rate - Determination of Exchange Rate, Foreign Exchange markets, Forward exchange contracts: Types, Foreign exchange risk management, foreign currency options, Rupee convertibility – Letter of Credits NOSTRO, VOSTRO and LORO Accounts, Export documentation, Role of banks

REFERENCES

1. John, D. Daniels., & Lee, H. Radebaugh. (2000). *International Business*. Pearson Education Asia.
2. Aswathappa, K. (2008). *International Business*. Tata McGraw Hill Publishing Company Limited.
3. Charles, W.I. Hill., & Arun Kumar Jain. (2009). *International Business* (6th Ed.). Tata McGraw Hill Publishing Company Limited.
4. Michael, R. Czinkota., Ilkka, A. Ronkainen., & Michael, H. Moffet. (2005). *International Business*. Thomson Learning.
5. Aravind, V. Phatak., Rabi, S. Bhagat., & Roger, J. Kashlak. (2006). *International Management*. Tata McGraw Hill Publishing Company Limited.

***Self-study topics**

22MBAT3L1- CREATIVITY AND INNOVATION LABORATORY

Total Hours:

0 0 4 2

Course Objectives

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.

Course Outcomes

- Provides insights about approaches to creativity and innovation
- Understanding of heuristic models and its applications
- Enhances the knowledge of nature of creativity
- Ability to apply creativity in problem solving
- Knowledge about radical and disruptive models of innovation

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S	S		S															M	S
ii.				S	S			M												
iii.			S																M	
iv.		S	S																S	M
v.				S	S														S	S

UNIT 1

Introduction - Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT 2

Mechanism of Thinking And Visualization - Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT 3

Creativity - Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation –

Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

UNIT 4

Creativity In Problem Solving - Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities

UNIT 5

Innovation - radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption —Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation

Note: Students will undergo the entire programme similar to a Seminar. It is an activity-based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

REFERENCES:

1. Rousing. (1999). *Creativity: Think New Now* Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.
2. Geoffrey Petty. (2012). *How to be better at Creativity*. The Industrial Society.
3. Clayton, M. Christensen., & Michael, E. Raynor. (2007). *The Innovator’s Solution*. Harvard Business School Press.
4. Semyon, D. Savransky. (2000). *Engineering of Creativity – TRIZ* (1st Ed.). CRC Press New York.
5. Krishnamacharyalu, C.S.G., Lalitha, R. (2013). *Innovation management*. Himalaya Publishing House.

22MBAA3I – INTERNSHIP

4 weeks

0 0 4 2

Course Objectives

- To gain hands-on experience of the daily tasks of a company's departments
- To gain knowledge about the standard operating procedures
- To acquaint to corporate culture
- To gain an understanding about the practical implications concepts learnt in theory and laboratory courses

Course Outcomes

- i. An opportunity to work closely with professionals in field, and develop knowledge, competencies, and experience related directly to career goals.
- ii. Gain a competitive advantage in securing a job
- iii. Able to articulate the learning during internship and translate those into specific business solutions their new employer of choice seeks

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)																				
		PO																		
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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ii.																			S	
iii.																				S

- Every student required to undergo Internship in the break period between second and third semester, for duration of 4 weeks, in consultation with the faculty guide and The Director.
- Report of the Summer Internship in the prescribed format stated in the guidelines is to be submitted by the students within 15 days from the commencement of the third Semester.
- Following submission of the report a viva-voce will be conducted and the students are to present about their work before the panel constituted by the institute.
- The works of the student regarding their internship would be evaluated as per the scheme of evaluation framed in the regulations.

SEMESTER IV

22MBAA4P - PROJECT WORK / INDEPENDENT STUDY

12 Weeks

0009

Course Objectives

- To provide an extensive exposure to the student and hands-on experience in a corporate environment
- To ensure that the corporate gets adequate return from the student in terms of the investment on them during the training so that there is a mutual return of experience and learning
- To provide a platform for the corporate to test the reliability, quality and performance of the student and make a match for final job offer later, if they so deem fit.

Course Outcomes

- Get an opportunity to investigate a problem applying management concept in a scientific manner
- Able to apply conceptual knowledge in a practical situation and to learn the art of conducting a study in a systematic way and presenting its finding in coherent report
- Ability to collect, synthesize and make the data meaningful is what you learn through this process

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.			S																	
ii.					S															
iii.					S															

A project work/ independent study in the fourth semester is to be undertaken in consultation with the faculty guide and the project coordinator. The project work shall be carried out in an industrial / research organization. This can also be an independent study. The study should be a research work based on a specific problem statement and the work shall follow the appropriate process. Project work at industrial / research organization, the same shall be jointly supervised by a faculty guide and an expert from the organization. This project / independent study is to be carried out for duration of 12 weeks.

The evaluation would be done based on the scheme stated in regulations

NON FUNCTIONAL ELECTIVES

22MBAA101 - ENTREPRENEURSHIP DEVELOPMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To learn about types of entrepreneurs, entrepreneurial functions and entrepreneurial skill development
- To understand about identification, selection and business formulation for entrepreneurial initiatives
- To gain understanding about institutions supporting for developing entrepreneurs
- To gather idea about leasing, hire purchasing, angel investments and VCF
- To familiarize the students with recent government incentives/subsidies/schemes for MSME's & Textile/Apparel Industry.

Course Outcomes

- i. Able to gain entrepreneurial traits
- ii. Able to draft business plans that are feasible and comprehensive
- iii. Able to leverage government support through various schemes and agencies
- iv. Acquire knowledge on functioning of family businesses
- v. Ability to raise capital for innovative business ideas

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.			S																	
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iii.																				M
iv.																				M
v.					M															M

UNIT 1

Entrepreneurship: Definition, Concept of entrepreneurship - Factors influencing entrepreneurship - Internal, family, external, economic, legal, political, Government - Qualities of entrepreneur - Functions of an entrepreneur -Entrepreneurial motivation, barriers - Types & Classification of entrepreneurship - Difference between entrepreneur and manager - Stages of in entrepreneurship process - Role of entrepreneurship in economic development*.

UNIT 2

Business Plan Development: Project identification - Creativity, innovation, entrepreneurship -Creativity process, idea generation, screening, SWOT, project identification process -Project life cycle - Project management software - Project feasibility analysis - Marketing, technical, economic, financial - Techno-economic analysis - Preparation of project report - Sequence of steps - Planning Commission Guidelines- Project appraisal (evaluation & selection) - Concepts, methods - Project financing - Business plan - Propose, content, presenting*.

UNIT 3

Central level promotional institutions - NBMSME, KVIC, Coir Board, NSIC, SIDO, STEP, SISI - MSME-DI, SDI / DGE&T, NISIET, NSTEDB, EDI, NI-MSME, DC- MSME. State level institutions - DIC, SFC, SIDC, Business Incubators. Other institutions - TCO, EPC, NGO, Industrial Estates - EPZ, SEZ, SIPCOT Banks - **Commercial intuitions** - - IFCI, TIIC (SFC), ITCOT -angel investors, private equity*. **Government Incentives/Subsidies/Schemes for MSME's** and Textile/Technical Textile Industry. Leasing & Hire Purchase - **Lease Financing** -Concept, types- **Hire Purchase**- Concept, procedure -Difference between lease financing and hire purchase - **unicorn in startups**.

UNIT 4

Venture capital financing - Concept, feature, needs, benefit over other funding, types - Development of venture capital funds in India - Unique features of VC firms - Regulatory framework - Venture capital investment process, evaluation - Performance - Locating venture capitals in India* - Exit strategies of VCF*.

UNIT 5

Women entrepreneurs - Opportunities for women entrepreneurs, challenges faced by women entrepreneurs - Family business -Meaning, types, role, importance of family business. **International entrepreneurship** -Opportunities, nature of international entrepreneurship - Importance of international business to the firm - International v/s domestic entrepreneurship*, Stages of economic development*.

REFERENCES

1. Poornima, M. Charantimath. (2014). *Entrepreneurship Development and Small Business Enterprise*. (2nd Ed.) Pearson Education India.
2. Gupta, C. B. & Srinivasan, (2015). N. P. *Entrepreneurial Development*. Sultan Chand & Sons.
3. Sunil Kumar, S., Poornima, S. C., Mini, K. Abraham., & Jayashree, K. (2003). *Entrepreneurship Development*. New Age International Publishers.
4. Jayashree S. (2016). *Entrepreneurial Development*. Margham Puplications.
5. Vasant D. (2009). *Dynamics of Entrepreneurial Development and Management*. Himalayan Publishing House.
6. Gordon, E., & Natarajan, K. (2003). *Entrepreneurial Development*. Himalayan Publishing House.
7. Akhileshwar P. (2006). *Legal Aspects of Business*. Tata McGraw Hill.
8. Prasanna C. (1996). *Projects - Planning, Analysis, Selection, Implementation and Reviews*. Tata McGraw-Hill.
9. James, A.O. Brien., George, M. Marakas. (2008). *Introduction to Information Systems*. Tata McGraw Hill.

***Self-study topics**

22MBAA102 - EVENT MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- This course is designed to provide an introduction to the principles of event management.
- The course aims to impart knowledge on the various events and how these events can be organized successfully.

Course Outcomes

- i. Learning about structure and code of ethics of events
- ii. Exploring and getting to know about event planning and regulations
- iii. Understand about event marketing, planning and strategies
- iv. Enhance professional skills in event management
- v. Analyse the safety measure of event management

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.	S													M	S					
ii.	S				S	S														
iii.	S	M				S										M				
iv.						S												S		
v.														S						

UNIT 1

Event Context - History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event : Government, Corporate & Community – Code of Ethics.

UNIT 2

Event Planning & Legal Issues - Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation.

UNIT 3

Event Marketing - Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.

UNIT 4

Event Operation - Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media –

Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.

UNIT 5

Safety & Event Evaluation - Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.

REFERENCES:

1. Lynn Van Der Wagen. (2014). *Event Management for Tourism, Cultural Business & Sporting Events*. (4th ed.) Pearson Publications.
2. Lynn Van Der Wagen. & Brenda, R. Carlos. (2005). *Event Management*. Pearson.
3. Judy Allen. (2014). *Event Planning*. (2nd ed.) Wiley & Sons.
4. Bowdin, G. A. J. (2011). *Events Management*. Elsevier Butterworth.
5. John Beech., Sebastian Kaiser., & Robert Kaspar (2014). *The Business of Events Management*. Pearson Publication.
6. Judy. (2014). *Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management*.
7. Kilkenny, S. (2011). *The complete guide to successful event planning*. Atlantic Publishing Company.
8. Silvers, J. R. (2012). *Professional event coordination* (Vol. 62). John Wiley & Sons.
9. Saget, A. (2006). *The event marketing handbook: beyond logistics and planning*. Kaplan Publishing.

***Self-study topics**

SECTORAL ELECTIVES

APPAREL

22MBAA1- APPAREL PRODUCTION PLANNING AND CONTROL

Total Hours: 45

3 0 0 3

Course Objective

To make the student understand the material control methods and quality concepts for implementing quality in apparel production.

Course Outcomes

- i. Knowledge on basic techniques of production planning & control in garment industry
- ii. Arrive at an appropriate production system for apparel industry based on style and quantity of merchandise
- iii. Able to prepare the flow process grids, control forms and scheduling charts for production control in apparel industry
- iv. Plan for cut order planning and material management system for apparel industry
- v. Determine the capacity planning and line balancing techniques to achieve balanced production

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.					M			S												
ii.			S	M																
iii.															M				S	
iv.		S																		
v.		S		M																

UNIT 1

Control parameters – Types and styles of garments - New program analysis - Style wise, design wise analysis on production parameters - Production planning - Time and action calendar, steps between prototypes to approved sample*, production sample - Product data management - Understanding specification sheets*.

UNIT 2

Operation break down - Production sequence, identification of bottle necks and critical area, operation wise machinery allocation, usage of special attachments and tools for operation simplifications -Production grid and flow chart.

UNIT 3

Cutting techniques -Cutting room controls, lay lot planning, bundle distributions, modern methods in cut piece distribution, tracking different manufacturing systems - Mass customization, made to order manufacturing systems, advantages and disadvantages* - Control measures in sewing.

UNIT 4

Production planning - Production floor balancing, line balancing, allocation of man power - Production set up planning for shirt factory, bottoms and jacket factory, fully integrated apparel manufacturing plant - Conveyor system and control parameters, **sustainable apparel production**.

UNIT 5

Quality control - Product development, printing, embroidery, washing and other accessories - Quality planning – Pre-production meeting and quality procedures, production meeting, in line inspection, final inspection, rescreening conditions and final inspections – Packing - Ratio packing, solid packing -Short shipment, excess shipment - Calculation of volumetric weight, carton dimension other requirements.

REFERENCES

1. Grace, I. K., & Ruth, E. G. (2004). *Apparel manufacturing: sewn product analysis*. (4th ed.). Pearson Education. New Jersey.
2. Solinger, J. (1998). *Apparel Production Handbook*. Reinhold Publications. New York.
3. Carr, H. and B. Latham. (2006). *The Technology of Clothing Manufacture*. Blackwell Science. Oxford.
4. Laing, R. M., & Webster, J. (1998). *Stitches & Seams*. The Textile Institute. Manchester.
5. Claire, S. (2001). *Sewing for the Apparel Industry* (2nd ed.). Prentice Hall. New Jersey.

***Self-study topics**

22MBAA2 - APPAREL QUALITY EVALUATION

Total Hours: 45

3 0 0 3

Course Objectives

- To study physical testing procedures involved in identification and eradication of defects in fabric and garments
- To know about quality management system to ensure defect free outputs.

Course Outcomes

- i. Basic understanding of significance of quality management systems in apparel industry
- ii. Ability to ensure quality by adoption of various testing and quality ensuring practices
- iii. Able to draft quality plans and effectively perform roles in quality assurance
- iv. Able to train workforce on quality and ensuring the same through them

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
i.																				S
ii.																			S	
iii.					S										M					
iv.																			S	

UNIT 1

Quality in apparel* - Quality management plan* – Schedule, execution - Evaluation of quality characteristics of woven and knitted fabrics - Basic test for woven and knitted fabric - Tensile testing - Strip, grab, tear and ballistic – Abrasion resistance, pilling tendency, snagging – Comfort properties - Air permeability – Water vapour permeability.

UNIT 2

Fabric - Stiffness, drape and crease recovery – Flammability – Dimensional stability - Fabric shrinkage in washing, dry cleaning and dry heat – Colour fastness to washing, dry cleaning, rubbing, light, chemicals and perspiration – Shade sorting.

UNIT 3

Fabric inspection* – Fabric defects* – Fabric grading system: 4 point and 10 point – Cutting department quality - Pattern checking – Lay checking – Cut parts checking – Role of quality inspector in cutting and raw material department.

UNIT 4

Sewing quality - General sewing defects* – Terminology – Various defect classification: Major, critical, minor - causes, analysis and remedies – In-process quality control -

Auditing – Role of inspector – Procedure of auditing – Sampling plan Procedure – Prerequisite for inspection.

UNIT 5

Quality of trims and accessories – Quality control in garment finishing – Defects in finishing – Final statistical auditing Procedure – Implementation – AQL standards – Tools for final quality audit – Auditor role and responsibilities - Care for children garments* – Clothing hazard manufacturing safety* – Labelling and packaging quality*.

REFERENCES

1. Mehta, P. V., & Bhardwaj, S. K. (2006). *Managing quality in the apparel industry*. New Age International.
2. Saville, B. P. (1999). *Physical testing of textiles*. Elsevier.
3. Booth, J. E. (1996). *Principles of textile testing*. Newnes Butterworth.
4. Chutter, A. J. (2002). *Quality Management in Clothing and Textile Industries*. The Textile Institute. Manchester.
5. Arindam, B. (2001). *Textile Testing*, SITRA, Coimbatore.

***Self-study topics**

22MBAA3 – APPAREL COSTING

Total Hours: 45

3 0 0 3

Course Objective

- To understand the methods of cost ascertainment
- To learn the principles of cost control in textile and apparel unit.
- To understand the costing fundamentals and its different methods

Course Outcomes

- i. Knowhow of costing techniques.
- ii. Able to adopt cost reduction strategies in apparel units
- iii. Able to estimate investment required for new establishments.
- iv. Able to arrive at cost estimation for various garments

		MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																			
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UNIT 1

Cost accounting, elements of cost, classification of cost elements – examples from apparel industry; standard costing, analysis of variance; breakeven analysis, cost volume profit analysis

UNIT 2

Costing of fabrics; costing of apparel – woven, knits of various styles, accounting of prime costs and overhead costs, allocation of overheads, cost control; cost sheet preparation

UNIT 3

Working capital management in garment unit – determination, sources, cost; Budget, types of budgets, budgeting and control in apparel industry

UNIT 4

Costing in knitting and garments– Elements of cost and cost sheet for knitting and garmenting –Calculation of garment weight of different sizes, dyeing program- Calculation of CMT charges, cost sheet with profit margins.

UNIT 5

New concepts in costing – Activity based costing – Target costing – Cost restructuring issues and cost reduction measures in the textile & apparel industry – Cost audit and control measures in knitting, garmenting and made-ups.

REFERENCES

1. Khan, M. Y. & Jain, P. K. (2003). *Cost Accounting*. (3rd ed.). Tata McGraw Hill. New Delhi.
2. Ratnam, T. V. (1992). *Cost Control and Costing in Spinning Mills*. SITRA Publications, Coimbatore.
3. Thukaram Rao, M. E. (2004). *Cost and Management Accounting*. New Age International, Bangalore.

****Self-study topics***

22MBAA4 - ERP AND MIS IN APPAREL INDUSTRY

Total Hours: 45

3 0 0 3

Course Objectives

- To provide clear insights about ERP and MIS packages
- To understand the importance of information system in apparel

Course Outcomes

- i. Implement the right ERP/MIS package for apparel industry
- ii. Formulate the work flow with ERP and to produce the results through ERP
- iii. Outline the importance of information systems for business

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UNIT 1

Introduction to ERP - needs and benefits of ERP - life cycle and growth of ERP - technology behind ERP - software design and development - desktop and web based ERP - security in ERP - functioning of ERP - workflow and notifications of ERP – ERP in Textiles - Role of ERP in Textile, ERP related Process flow in a Apparel industry.

UNIT 2

Implementing ERP - Selecting right ERP - Process of evaluation and selection - choosing various vendors for evaluation - comparing and short listing solutions - solution selection and negotiation - business process study, implementation - post implementation ERP.

UNIT 3

Benefits and latest developments of ERP in textile and apparel sector - workflow and notification in ERP, maximum utilization of ERP; Latest developments in ERP II – functions of ERP II, Customer Relationship Management-Enterprise Resource Planning (CRM-ERP) integration, Business Intelligence-Enterprise Resource Planning (BI-ERP) integration, Supply chain management- Enterprise Resource Planning (SCM-ERP) integration, Product life cycle management- Enterprise Resource Planning (PLM-ERP) integration

UNIT 4

Introduction to MIS - framework for MIS, definition and objectives of MIS, approaches of MIS development, Computer based MIS, Information Systems Planning and Development - Implementing Information Systems - Information Security Management. Application of information technology in business - E-Commerce (EC) - Electronic business (E-Business), applications of E-Commerce in India - EC applications, business-to-consumer, business to business.

UNIT 5

Introduction to Information System in Business - functional areas of business, manufacturing information systems, marketing information systems, quality information systems, financial and accounting information systems - research and development information systems, human resource information system, - cross functional system, overview of internet, intranet and extranet; ethical and societal dimensions of IT

REFERENCES

1. Surjit, R., Rathinamoorthy, R., Vishnu Vardhini, K. J. (2016). *ERP for Textiles and Apparel Industry* (1st ed.). WPI Publishing.
2. Gupta, A. K. (2012). *Management Information System*, IBH Publishing.
3. Choi, T. M. J. (Ed.). (2016). *Information systems for the fashion and apparel industry*. Woodhead Publishing.
4. Girdhar J. (2013). *Management Information Systems* (1st ed.). Oxford University Press.
5. Paul Bocij., Andrew Greasley., Simon Hickie. (2014). *Business Information Systems, Technology, Development and Management for the E-Business* (5th ed.). Pearson.

***Self-study topics**

22MBAA5 - APPAREL MERCHANDISING

Total Hours: 45

3 0 0 3

Course Objective

- Students will be able to know the roles and responsibilities of a merchandiser and principles of costing in merchandise management.

Course Outcomes

- i. Understanding of the organisation of apparel industry and business etiquettes
- ii. Clarity about responsibilities, objectives and strategies for apparel merchandising
- iii. Able to perform the roles and responsibilities of merchandiser
- iv. Use various sourcing systems used in apparel merchandising
- v. Adopt procedures, rules and documentation related to exports business

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
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UNIT 1

Merchandising -Organization structure of an apparel industry - Classification of exporters - Grading of export houses - Classification of buyers - Types and functions of a merchandiser - Essential requisites for a good merchandiser* - Process flow in apparel industry - Buyer sourcing and communication - Enquiry - Order confirmation - Order review and its importance - Types of sampling*.

UNIT 2

Planning - Merchandise plan - Merchandising calendar, critical path, time and action plan, line development and planning - Vendor sourcing, evaluation and development - Global sourcing - Vendor nomination by buyers - Claims factory audits - Buyer's code of conducts* - Marketing research for the merchandiser, sales analysis and estimation.

UNIT 3

Quality - Inspection and its types - Approvals - Types of approvals - Shipping marks - Effective expedition procedures - Order sheet and its contents - Packing list and its contents - Document formats - Order sheet, packing list, invoice, inspection and testing reports etc., - Assortment and its types

UNIT 4

Costing - Types of cost - Cost estimation of yarn, knitted fabric, dyeing, printing and finishing, cutting, stitching, checking, packing, forwarding, shipping, and insurance - Case study on estimation of factory cost for vests, briefs, shorts, t-shirts, pyjamas, children's wear, ladies wear - Various factors to be considered in costing for domestic products and international products - Derivation of cost of apparel products – Woven, knits.

UNIT 5

Export procedure - Pre-shipment and post shipment credit - Exchange rate arithmetic - Payment terms - Logistic management - Need for documents – Invoice - Certificate of origin – Letter of Credit, Shipping bill - Bills of exchange- Bill of lading - GR Form - Packing list - Duty draw back* – Export license - Marine insurance policy* - Claiming duty draw backs and other benefits*.

REFERENCES

1. Jermy, A. Rosenau., & Devid, A. Wilson. (2001). *Apparel Merchandising*. Fairchild Publication Inc.
2. Grace, I. Kunz. (2000). *Merchandising: Theory, Principal & Practices*. Fairchild Publication Inc.
3. Dickerson, K.G. & Jarnow, J. (2004). *Inside the Fashion Business* (6th ed.). Prentice Hall Inc.
4. Frings, C. S. (2005). *Fashion: From Concept to Consumer* (8th ed.). Prentice Hall Inc.

***Self-study topics**

22MBAA6 – APPAREL SUPPLY CHAIN MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To help understand the importance of major decisions in supply chain management for gaining competitive advantage.
- To introduce the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To enable the students to understand the analytical tools necessary to solve supply chain problems.

Course Outcomes

- i. Able to comprehend and act according to the strategic role of a supply chain in the business process.
- ii. Able to use key strategic drivers of supply chain performance for effective results.
- iii. Able to analyze the analytic methodologies for supply chain.
- iv. Use supply chain models and modelling system
- v. Estimating demand and managing supply chain cycle inventory.
- vi. Develop Network design and supply chain network optimization models.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
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UNIT 1

Introduction - Supply chain – Fundamentals – Evolution - Role in economy - Importance of SC in Textile & Apparel Industry - Textile Supply Chain in India - SC Decision phases – Supplier – Manufacturer - Customer chain – Enablers / Drivers of supply chain performance - Supply chain strategy - Supply chain performance measures.

UNIT 2

Strategic sourcing - Outsourcing – Make v/s buy - Identifying core processes - Market v/s Hierarchy - Make v/s buy continuum - Sourcing strategy - Supplier selection and contract negotiation - Creating a world class supply base - Supplier development – World-wide sourcing.

UNIT 3

Transportation – Modes – Measures – Design options – Transportation Costs in E-Retailing – Supply chain network – Role of Distribution – Influencing Factors – Online Sales and Distribution network – Role of network design – Factors – Framework for Design Decisions – Overview of Models for network design – Impact of uncertainty on network design - Network design decisions using decision trees.

UNIT 4

Planning demand, inventory and supply - Managing supply chain cycle inventory - Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk pooling - Managing inventory for short life - Cycle products - Multiple item - Multiple location inventory management –Overview on Pricing and revenue management in SC

UNIT 5

Current trends - **Supply chain integration** - Building partnership and trust in SC value of information: Bullwhip effect - Effective forecasting - Coordinating the supply chain - **SC restructuring** - **SC mapping** - **SC process restructuring**, postpone the point of differentiation – **IT in supply chain** - **Agile supply chains** - **Reverse supply chain** - **Agro supply chains*** – **Sustainable SC*** – **Importance*** – **Key drivers***

REFERENCES

1. Janat Shah. (2009). *Supply Chain Management – Text and Cases*. Pearson Education Inc.
2. Chopra, S., & Meindl, P. (2007). *Supply Chain Management - Strategy Planning and Operation*. Pearson Education Inc.
3. Ballou, R. (2007). *Business Logistics and Supply Chain Management* (5th ed.). Pearson Education Inc.
4. David Simchi-Levi., Philip Kaminsky., & Edith Simchi-Levi. (2005). *Designing and Managing the Supply Chain: Concepts, Strategies & Cases*. Tata McGraw Hill Publishers Limited.
5. Altekar Rahul, V. (2005). *Supply Chain Management Concept and Cases*. PHI Learning.

***Self-study topics**

22MBAA7 - INTERNATIONAL TRADE PROCEDURES AND EXPORT DOCUMENTATION

Total Hours: 45

3 0 0 3

Course Objectives

- To address global issues and concepts relevant to all international marketers, regardless of the extent of their international involvement.
- To understand marketing practices of a large and small companies which are seeking market opportunities outside the home country.
- To learn the procedures of exporting from India.

Course Outcomes

- i. Able to analyse the various types of Tariffs in international trade.
- ii. Insights India's foreign trade and its progress.
- iii. Analyze the foreign exchange market and take appropriate measures for export promotion
- iv. Understanding various Risks in export trade
- v. It imparts knowledge on export procedure and documentation.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
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UNIT 1

Introduction – Export Documentation requirements in India – Processing and Nature of export order – clarifications in Export Order – Barriers in international textile & apparel markets - Methods and Instruments of Payment in International Trade – Purpose and Scope of Incoterms – Various Types of Incoterms.

UNIT 2

Introduction to EXIM Business Plan and Strategy – Export and Import Strategy Formation – Concept of International Marketing – In depth Market research – Approach to reach buyers – Market entry strategies – Pre-shipment – Post shipment Export Advance – Factoring – Types of Risks and Insurance – Quality and pre-shipment inspection.

UNIT 3

Procedure for Clearance of Imports Cargo – Assessment of import cargo – Examination of Import Goods - Export Cargo – Methods of Custom Valuation - Carnet and its benefits - New Developments in Custom Clearance Procedure.

UNIT 4

Introduction to Logistics – Benefits of Efficient logistics system – Concept of Marketing Logistics - Importance of Logistics in Export Management – Logistics and the Modern Organization – Critical Elements of logistics system – Different modes of shipment – Latest trends in Logistics Operations.

UNIT 5

Foreign trade policy relevant to textile & apparel industry – Export incentives for textiles – Export financing by commercial banks – Export credit insurance.

REFERENCES

1. Sinha, P. K., & Sinha, S. (2009). *International Business Management*. Excel Books India.
2. Philip, R. Cateora., & John, L. Graham. (2002). *International Marketing* (11th ed.). McGraw-Hill.
3. Jeevanandam, C. et al. (2005). *International Economics*. Sultan Chand & Sons.
4. Cherenilan, F. (2017). *International Economics* (5th ed.). Tata McGraw-Hill.
5. Hill, Charles, W.L. and Jain, A. K. (2009). *International Business* (6th ed.). Tata McGraw Hill.

***Self-study topics**

22MBAA8 - FASHION MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- The objective of this course is to impart knowledge about fashion global market, fashion brand management, different pricing strategies, and necessary for successful employment in apparel businesses.

Course Outcomes

- i. Able to understand the buyer requirements and expectations of domestic and international market and quality standards prevailing in the fashion and apparel industry.
- ii. Learn about the global fashion market.
- iii. Recognize the techniques of fashion brand management.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
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UNIT 1

Fashion for global market – Social – Cultural – Economic - Demographic factors relating to branded and licensed products - Analysing potential or global market - identify target consumers and competition - market research and testing - customization

UNIT 2

Fashion Marketing Concepts - concept of marketing – Utility - Marketing functions and related activities - concepts of market segmentation and niche marketing - The marketing mix - channels of distribution used in the fashion industry - Marketing and merchandising

UNIT 3

Economics in the Fashion Industry - concept of economic goods/services - concept of economic resources - supply and demand, Cost and retail - Gross profit and net profit. Fashion Promotional Mix - Types of media used in fashion retail advertising - importance of special promotional events.

UNIT 4

Consumer Demand for Fashion Marketing - Consumer Groups - Demographic Trends & Psychographic Trends - Consumer spending – Personal Income - Disposable Income, Discretionary Income - Purchasing Power - Factors influencing consumer behaviour.

UNIT 5

Pricing strategies & Decisions - Concept and importance of pricing - Factors affecting pricing decisions, Methods of pricing - Fashion Brand Management - Types and relevance of branding - Fashion & brand positioning - launching strategies - distribution, marketing campaigns for brand introduction.

REFERENCES

1. Easey, M. (Ed.). (2009). *Fashion marketing*. John Wiley & Sons.
2. Kotler, P. (2009). *Marketing management: A south Asian perspective*. Pearson Education India.
3. Rapley, J. M. & Maria Constantino (1999). Fashion Marketing and PR. *TEXTILE HISTORY*, 30, 125-125.
4. Alexander, N. & Doherty, A. M. (2009). *International Retailing*. Oxford University Press.
5. Dudeja, V. D. (2005). *Professional Management of Fashion Industry*. Gagandeep Publications.
6. Poloian, L. G. (2003). *Retailing principles: a global outlook*. Fairchild Books.

****Self-study topics***

22MBAA9 – INDUSTRIAL ENGINEERING IN APPAREL PRODUCTION

Total Hours: 45

3 0 0 3

Course Objectives

- To impart the Industrial Engineering concepts and their uses
- To acquire broad knowledge of various Industrial Engineering tools and techniques
- To understand the material movement in apparel industry
- To understand IE application techniques in apparel industry.

Course Outcomes

- i. Assess the productivity in the apparel industry
- ii. Apply the industrial engineering concepts and increase productivity
- iii. Demonstrate modern industrial engineering methods and scientific solutions to apparel manufacturing.
- iv. Acquire skills to investigate experiment and solve problem in context with productivity improvement and material handling.
- v. Able to perform work study and arrive at correct man to machine ratio

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UNIT 1

Concept of Production & Productivity in apparel industry - Difference between production and productivity - Factors affecting productivity – Work environment, Work content, - Reducing work content, Reducing ineffective time - Productivity measures - Standard of living - Work study – Definition, importance, Apparel engineering – Benefits, methodology, tools, role of industrial engineer*

UNIT 2

Method study – Objectives, basic procedure, selection of work, recording methods, Process charts, symbols, operation process charts, flow process charts, flow diagram - String diagram - travel chart, multiple activity chart - Principles of motion economy - Classification to movements - Two-handed process chart - Micro motion study - SIMO chart - Apparel factory lay out - different manufacturing systems – Group system, batch system, Unit production system, modular system, quick response system.

UNIT 3

Work measurement – Purpose, techniques of work measurement - Work sampling, Time study –Definition, steps, basic time study equipment - selection of job, breaking the jobs into elements, types of elements, Time study forms, Time study rating- Rating concept, rating methods - Allowances – Reason for adding allowances, different allowances, predetermined motion time systems (PMTS), Setting standards - Standard allowed minutes (SAM), standard minutes value (SMV) – uses, mechanism, stop watch method - Calculation of standard time (SAM)

UNIT 4

Application of work study techniques in garment industry - Capacity study, operator performance, standard efficiency - global efficiency, bundle follow-ups and diagnosis – Work-in-progress (WIP) - Operation bulletin – Importance, shirts, bottoms, Polo shirts.

UNIT 5

Line balancing – Importance, steps in balancing - Calculation of labour requirement - Operation breakdown - Theoretical operation balance, initial balance, balance control for operating a line - Importance of daily production sheet - Production calculations in sewing department – Scientific method of training (SMT) – importance, efficient learning, retraining, cross training, methodology, selection test – perception test, dexterity test, paper and fabric exercise.

REFERENCES

1. Babu, V. R. (2012). *Industrial engineering in apparel production*. Woodhead Publishing Limited.
2. Maurice J. (1995). *Introduction of Work Study*. International labour Organization, Geneva.
3. Hiba, J. C. (1998). *Improving working conditions and productivity in the garment industry*. International labour Organization. Geneva.
4. Solinger J. (1998). *Apparel Manufacturing Hand Book*. (2nd ed.). Bobbin Blenheim Media Corp, Columbia.
5. Bheda, R. (2008). *Managing Productivity in Apparel Industry*. CBS Publishers.
6. Khanna, O. P. (1987). *Industrial Engineering and Management*. Danpat Rai and Sons.
7. Zandin, K. B. (2001). *Maynard's industrial engineering handbook*. McGraw-Hill Education.
8. Sharma, S. K. & Sharma, S. (2010). *Work Study and Ergonomics*. S K Kataria & Sons Publishers.
9. Ralph, M. B. (1980). *Motion and time study: design and measurement of work*. John Wiley & Sons.
10. Kantilal, I. (1990). *Apparel Industry in India*. Prentice Hall.

***Self-study topics**

22MBAA10 – ENVIRONMENT AND COMPLIANCE MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- The objective of the course is to impart knowledge on Environment Management system and social compliance management with special reference to textile and apparel industry

Course Outcomes

- i. To describe organizations as systems and their role in environmental and social compliance management.
- ii. To understand the usefulness of systems thinking in relation to environmental and compliance management in organizations.
- iii. To explain how environmental management can be used as environmental protection and how organizations can define and manage risk.

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Unit 1

Environmental Movement: Scientific, Social and Political movement for addressing environmental issues- Environmental Conservation and green policies –Scope for the movement –Primary Focus point–Environmental movement in India

Unit 2

Environment Compliance: Defining Compliance, Need for regulatory **compliance for environmental sustainability**, Environmental Audit, Interaction between Inspectors and the regulators, National Environmental policy act (important regulation)

Unit 3

ISO 14001:2004-Environmental Management System Standards: Objective, Scope and Elements Requirement, Documentation, Implementation Procedure and Certification

Unit 4

Social Responsibility: Definition-Labour standard and working condition- Human right sustainability and Responsibilities of a companies – Cultural, Economic and Political Dimension of Social responsibility - Stake holder theory and social responsibility – Prioritizing diverse and conflicting needs-key stakeholders – codes of conduct and monitoring – Organizing internally, collaboratively and strategically the social

responsibility by manufacturers and retailers - Strategies for Environmental Responsibility- The future of Social Responsibility in the apparel industry-**Carbon foot prints.**

Unit 5

SA 8000-Social Accountability Standard: Elements of Social Management System (Social Policy, Management Representative, Planning, Implementation, Checking and Corrective Actions, Management Review, Communication and Records) – Standard Requirements on Child Labour, Forced Labour, Health and Safety, Freedom of Association and Right to Collective Bargaining, Discrimination, Disciplinary Practices and Working hours Compensation

REFERENCES:

1. Bregman, J. I., & Edell, R. D. (2016). *Environmental compliance handbook*. CRC Press.
2. Morris, A. S. (2004). *ISO 14000 environmental management standards: Engineering and financial aspects*. John Wiley & Sons.
3. Pawar, S. N., Patil, R. B., & Salunkhe, S. A. (Eds.). (2005). *Environmental Movements in India: Strategies and Practices*. Rawat Publications.
4. Nepal P. (2009). *Environmental movements in India: politics of dynamism and transformations*. Authors Press.

***Self-study topics**

22MBAA11 - TECHNICAL TEXTILE PRODUCTS

Total Hours: 45

3 0 0 3

Course Objectives

- To inculcate the knowledge of textile materials in various technical areas.
- To learn about technical textiles, and its applications in different field knowledge.

Course Outcomes

- i. Identify the various technical textiles used in the day to day life
- ii. Visualize the usage of various fibres for specific application

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
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UNIT I

Technical Textiles: Definition – Classification – Market growth and potential - Future of Technical Textiles industry in India. Fibres used - Technical yarns: staple yarns, monofilament, multifilament yarns - Technical fabrics: woven, nonwoven, knitted and braided structures.

UNIT II

Medical Textiles: Introduction – materials used in bio textiles – classification of medical textiles – textile for implantation - Non-implantable materials, extra-corporeal devices, healthcare and hygiene products.

Industrial Textile: Fibres used - functions and properties - introduction to coated fabrics -Coating methods: Direct and indirect - Lamination methods: Flame bonding and adhesive lamination - Applications of coating and laminated textiles.

UNIT III

Geo-Textiles: introduction - Materials used – properties – testing methods and application and uses. Agro Textiles – Introduction - Materials used – properties – classification and applications. Build Textiles – Introduction - Materials used – classification - properties and applications.

UNIT IV

Mobile Tech Textiles: Raw material selection – properties – classification and applications.

Protective Textiles: Materials used – properties - applications: Fire Protective clothing, Heat resistant garments, Water proof materials, Ballistic resistant Vests, Biological and chemical Protective clothing.

UNIT V

Sports & creation textiles – Sports and creation textiles – Introduction sports uniforms – camping and hiking – marine products – textiles in sports surfaces –hot air ballooning. Military and Defense textiles – Introduction – classification - Uses

Smart and Intelligent Textiles: Concept of phase change materials like temperature sensitive, Ph Sensitive, photo sensitive etc., Applications of phase change materials in textiles. Concept of shape memory polymers and their applications in textiles. Use of electronics in clothing.

TEXT BOOKS:

1. Adanur, Sabit (2017). *Wellington Sears Handbook of Industrial Textiles*. Rouledge.
2. Horrocks, A. R. & Anand, S. C. (2000). *Handbook of Technical Textiles*. Wood Head Publishing and the Textile Institute. Cambridge. England.
3. Hearle, J. W. S. (2001). *High Performance Fibers*. Wood Head Publishing. Cambridge. England.
4. John, N. W. M. (1987). *GeoTextile*, Blackie and Sons Ltd.
5. Sarsby, R.W. (2006). *Geosynthetics in civil engineering*. Wood Head Publishing. Cambridge. U.K.
6. Anand. S. C, Kennedy, J. F. Miraftab, M. & Rajendran, S. (2006). *Medical Textiles and Biomaterials for Health Care*. Wood head Publishing Ltd. Cambridge. UK.

REFERENCES:

1. Kumar, R. S. (2013). *Textiles for industrial applications*. CRC Press.
2. Kothari, V. K. (Ed.). (2008). *Progress in Textiles: Technical textiles: technology, developments, and applications*. IAFL Publications.
3. Johnson, J. S., & Mansdorf, S. Z. (Eds.). (1996). *Performance of Protective Clothing: Fifth Volume (Vol. 1237)*. ASTM International.

***Self-study topics**

FUNCTIONAL ELECTIVES

MARKETING

22MBAM1 - PRODUCT AND BRAND MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objective

- To understand the importance of Product / Brand Management in today's scenario
- To enable the students to understand the concept of brand and its value.
- To impart knowledge on brand extensions and brand positioning.
- To make the students understand the strategic issues in branding.

Course Outcomes

- i. Able to create strategies for marketing a product at various stages of product life cycle
- ii. Able to create a brand identity prism for any given brand.
- iii. Able to judge when to go for line extensions and brand extensions.
- iv. Able to appropriately position a brand.
- v. Able to take effective decisions on issues pertaining to branding.
- vi. Skill of Creating, communicating and sustaining an appropriate brand personality.

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UNIT 1

Product – Meaning, types of products, product line, product mix, managing products in product life cycle and its stages*, case study on textile and apparel* - New product development process*.

UNIT 2

Test marketing new products - Portfolio analysis, market analysis, competitor analysis, product positioning, packing and labelling.

UNIT 3

Brand- Definition, brand building process – Types of branding – Role of brand –Brand development – Brand loyalty – Brand equity.

UNIT 4

Brand names and its basic applications - Brand leverage and brand performance - Market segmentation – Brand positioning-Pricing strategies –Market skimming – Penetration pricing, brand franchising and licensing.

UNIT 5

Designing and sustaining brand strategies, steps in branding, brand equity – Establishing brand values, integrated marketing communication to build brand -Managing brand over time* – repositioning brands*

REFERENCES

1. Mathur, U. C. (2006). *Brand Management Text & Cases*, Macmillan Publishers. Noida.
2. Keller, K. L. (2008). *Best practice cases in Branding* (3rd ed.). Pearson Education. New Jersey.
3. Chunawalla, S. A. (2010). *Product management*. (2nd ed.). Himalaya publishing house. Mumbai.
4. Kotler Philip, (2009). *Marketing Management*. (13th ed.). Pearson Education Inc. USA.

****Self-study topics***

22MBAM2 - CONSUMER BEHAVIOUR

Total Hours: 45

3 0 0 3

Course Objectives

- To understand the role of consumer behaviour in marketing
- To identify qualitative and quantitative methods of measuring consumer behaviour
- To enable the students to understand the basics of consumer behaviour.
- To give insight to them on the various external and internal influences on consumer behaviour.
- To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

Course Outcomes

- i. Able to sort out what external and internal factors influence a particular purchase decision.
- ii. Get to know the attitude, perception and personality type of individual consumers and analyze the impact of these factors on the purchase decisions.
- iii. Able to influence the consumer decision making process.
- iv. Acquire the skill of assessing the consumer purchase behaviour.
- v. Skill of influencing the purchase behaviour by manipulating the external influencing factors.
- vi. Skill of identifying what fosters purchase decisions and how those factors can be effectively used to induce purchase decisions.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
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UNIT 1

Introduction - Concepts – Significance – Dimensions of consumer behaviour – Application of knowledge of consumer behaviour in marketing decisions

UNIT 2

Consumer behaviour models–Industrial and individual consumer behaviour models – Howard-Sheth, Engel–Kollart, Webstar and wind consumer behaviour models– Implications of the models on marketing decisions*

UNIT 3

Internal influences – Psychological influences on consumer behaviour–Motivation– Perception–Personality learning and attitude–Self-image and lifestyles–Consumer expectation and satisfaction*.

UNIT 4

External influences - Socio-cultural, - Family- Reference group–Communication-influences on consumer behaviour

UNIT 5

Purchase decision process– High and low involvement- Pre-purchase and post-purchase behaviour – Online purchase decision process– Diffusion of innovation–Managing dissonance –Emerging issues*

REFERENCES

1. Leon, G. Schiffman., & Leslie Lasar Kanuk. (2002). *Consumer Behaviour*. Pearson Education.
2. Shri Prakash. (2012). *Theory of Consumer behavior*. (1st ed.). Vikas Publishing House.
3. Paul Peteretal. (2005). *Consumer Behaviour and Marketing Strategy*. (7th ed.). Tata McGraw Hill Publishing Company Limited.
4. Frank R Kardes. (2004). *Consumer Behaviour and Managerial Decision Making*. (2nd ed.). Prentice Hall International edition.
5. Henry Assael. (2012). *Consumer Behaviour: A strategic approach*. Wiley India P Ltd.
6. Hed, Hoyer. (2012). *Consumer behavior*. Wiley & Sons.
7. Srabanti Mukherjee. (2012). *Consumer Behavior*. Cengage Learning.

***Self-study topics**

22MBAM3- CUSTOMER RELATIONSHIP MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function,
- To enable managing Customer Relationship.

Course Outcomes

- i. To use strategic customer acquisition and retention techniques in CRM.
- ii. To create insight and new learning in the area of customer relationship management.
- iii. To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.

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UNIT 1

Introduction-Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs. Relationship Approach – CRM as a strategic marketing tool- CRM significance to the stake holders*.

UNIT 2

Understanding-Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of profitable customer segments*

UNIT 3

CRM structures-Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications*

UNIT 4

CRM planning and implementation Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management role of CRM managers.

UNIT 5

Trends in CRM -e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

REFERENCES:

1. Rai, A. K. (2012). *Customer relationship management: Concepts and cases*. PHI Learning Pvt. Ltd.
2. Peelan Ed., Beltman Rob. (2014). *Customer Relationship Management* (2nd ed.). Pearson Education.
3. Urvashi, M., Kumar, M. H. (2012). *Customer Relationship Management*. Tata McGraw-Hill.

****Self-study topics***

22MBAM4 - INTEGRATED MARKETING COMMUNICATION

Total Hours: 45

3 0 0 3

Course Objectives

- To gain an understanding of the fundamentals needed to build a clear, integrated communication strategy for an organization.
- To prepare the students with the ability to design, develop and execute effective creative communication content and media strategies for advertising campaigns.
- To throw light on the contemporary and non-conventional media vehicles

Course Outcomes

- i. Ability to focus on the coordination of all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing, in an effort to provide a consistent message to consumers.
- ii. Able to decide on communication mix and media mix
- iii. Able to arrive at appropriate message content and structure
- iv. Ability to effectively use digital marketing communication platforms
- v. Decide on the right advertising agency

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UNIT 1

Evolution and significance of IMC, role of various promotional elements in marketing communication - The IMC planning process, consumer buying decision process and factors affecting it - History of advertising, classification of advertising, the structure of the advertising and promotions world, advertisers, advertising agencies, and media - Economic social and ethical issues in advertising*.

UNIT 2

Basic communication model, traditional communication response hierarchy models, consumer involvement, planning an advertisement campaign - Setting the advertising objective, sales v/s communication objective, DAGMAR, defining the target audience, advertising budget

UNIT 3

Role of creativity in advertising, relevance of brand positioning - Advertising appeals, finding the big idea, creative execution themes - Demonstration, testimonial etc., creative execution in print advertising*, creative execution in TV advertising* - Types of media, media characteristic, factors affecting media selection, media scheduling, establishing reach and frequency objectives, audience measurement.

UNIT 4

Agency structure, flow of work in an agency, agency compensation*, client agency relationship* - Testing advertising effectiveness and communication and sales effectiveness, various methods of pre and post testing.

UNIT 5

The New Age promotional media - Integrating the internet in the IMC programme, communicating through websites, search engine marketing, banner advertisements, blogs and community forum, marketing communication through social media*, merchandising, mobile advertising public relations, publicity, direct marketing, sales promotion, event marketing*.

REFERENCES

1. George Belch., & Michael Belch. (2014). *Advertising & Promotion: An integrated marketing communications perspective* (10th ed.). McGraw Hill Education.
2. Schultz, D. E., Patti, C. H., & Kitchen, P. J. (2011). *The Evolution of Integrated Marketing Communications*. Abingdon: Routledge.
3. Percy, L. (2008). *Strategic integrated marketing communications*. Routledge.
4. Kitchen, P., & Pelsmacker, P. D. (2014). *A Primer for Integrated Marketing Communications*. (1st ed.). Routledge Publishers.

***Self-study topics**

22MBAM5-RURAL MARKETING

Total Hours: 45

3 0 0 3

Course Objectives

- To help the students understand the rural marketing environment, challenges, its consumers and marketing characteristics
- To understand and contribute accordingly to the emerging challenges in the upcoming global economic scenario.
- To enable the students to get a comprehensive understanding of the Indian rural markets.
- To make them understand the difference between urban and rural markets.
- To understand about the rural specific marketing mix.

Course Outcomes

- i. Able to analyze and sense the dynamic rural marketing environment.
- ii. Able to inculcate the complex and odd purchase behaviour exhibited by rural consumers.
- iii. Able to devise rural specific marketing strategies.
- iv. Skill of leveraging on the buoyant untapped opportunities in the rural markets.
- v. Ability of innovating and designing marketing mix that appeals to the bottom of the pyramid.
- vi. Skill of influencing the complex rural consumer behaviour with appropriate marketing communication interventions.

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UNIT 1

The call for rural India: Defining rural markets, rural myths, the future of rural marketing: The rural boom, the way forward, rural dividend – New opportunities, rural marketing mix, rural marketing environment*, rural consumer behaviour, rural marketing research, segmenting and targeting rural markets.

UNIT 2

Product Strategy: Concept and conceptualization, product decision and strategies, product lifecycle strategies, product branding in rural markets, packaging for rural markets, pricing strategies for rural products and services,

UNIT 3

Distribution in retail markets: Distribution channels, Rural retail environment, channel behaviour in rural areas, distribution models in rural markets, rural – Centric distribution models

UNIT 4

Communication strategies for rural markets: Challenges, communication process, developing effective rural communication, factors for designing, developing effective rural communication messages, creating advertisements for rural audiences*, sales promotions and events*.

UNIT 5

Rural services marketing: Telecommunications in rural India, information and communication technology (ICT) in rural areas, financial services in rural India, rural healthcare services - Rural Marketing: Marketing in small towns*, strategic importance of small towns for marketers*

REFERENCES

1. Kashyap, P. (2012). *Rural Marketing* (2nd ed.). Pearson Education.
2. Krishnamacharyulu, C. S. G. (2011). *Rural Marketing: Text and Cases* (2nd ed.). Pearson Education.
3. Dogra. (2010). *Rural Marketing: Concepts & Practices*. Tata McGraw Hill.
4. Kashyap, P., & Raut, S. (2005). *The Rural Marketing Book (Text & Practice)*. Dreamtech Press.
5. Gupta, S. L. (2004). *Rural Marketing: Text and Cases*. Wisdom Publications.

***Self-study topics**

22MBAM6–SERVICES MARKETING

Total Hours: 45

3 0 0 3

Course Objective

- To understand the meaning of services and the significance of marketing services.
- To enable the students to understand the differences between marketing of products and services.
- To give insight to them on various aspects of services marketing.
- To enable them to effectively design and deliver services.

Course Outcomes

- i. Able to influence customer perceptions through effective communication about the service concept
- ii. Able to appropriately influence and manage customer expectations
- iii. Able to equip and train people in effective delivery of services
- iv. Skill of developing customer appreciable new services
- v. Skill of designing a service blueprint for services of any sort
- vi. Skill of devising strategies to close the service gaps and improve the service quality
- vii. Skill of planning and designing servicescapes that enable effective service delivery

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UNIT 1

Introduction- Evolution and growth of service sector – Nature and scope of services – Unique characteristics of services - Challenges and issues in services marketing*.

UNIT 2

Service marketing opportunities - Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT 3

Service design and development - Service life cycle – New service development – Service blue printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service quality function development.

UNIT 4

Service delivery and promotion - Positioning of services – Designing service delivery system, service channel – Pricing of services, methods – Service marketing triangle - Integrated service marketing communication*.

UNIT 5

Service strategy - Service marketing strategies for health – Hospitality – Tourism – Financial – Logistics – Educational – Entertainment and public utility information technique services*

REFERENCES

1. Lovelock, C. H. & Wirtz, J. (2011). *Services Marketing* (7th ed.). Pearson Education.
2. Zeithaml et al., V. (2007). *Services Marketing* (5th ed.). Tata McGraw Hill.
3. Hoffman. (2008). *Marketing of Services* (1st ed.). Cengage Learning.
4. Clow Kenneth, E., and Kurtz David L. (2004). *Services Marketing Operations: Management and Strategy* (2nd ed.). Biztantra Innovations in Management, John Willey & Sons.
5. Halen Woodroffe. (2003). *Services Marketing*. Mac Millan Publishers.

***Self-study topics**

FUNCTIONAL ELECTIVES

HUMAN RESOURCE

22MBAH1-LABOUR LEGISLATION AND INDUSTRIAL RELATION

Total Hours: 45

3 0 0 3

Course Objectives

- To highlight the importance of labour welfare and industrial relations
- To provide the contextual and constitutional framework of industrial relations and workers participation in management with special reference to textile and clothing.

Course Outcomes

- i. Familiarization of need and importance of labour legislations
- ii. Comprehension of various labour legislations and its implications
- iii. Clear understanding of various statutory authorities for enactment of various applicable acts.
- iv. Apply statutory measures to settle Industrial Relation issues.
- v. Analyze the trade union problems based on legal provisions.
- vi. Apply the various provisions of social security measures in the organization.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)

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UNIT 1

Introduction to labour legislations: Classification – Sources and development of legislation’s – Major principles of labour legislation Factories Act, 1948, Shops and establishment Act, 1947 – Sexual Harassment at workplace Act, 2013*.

UNIT 2

Laws relating to Recruitment: The contract labour (Regulation and Abolition) Act, 1970 – The Interstate Migrant workmen Act and Rules, 1979 – The Apprentice Act, 1961 – The Employment Exchange Act, 1959.

UNIT 3

Laws relating to Wages: The payment of Wages Act, 1936 – The Minimum Wages Act, 1948 – The Equal Remuneration Act, 1976 – The Payment of Bonus Act, 1965*.

UNIT 4

Laws relating to Social Security: The Employees State Insurance Act, 1948 – The Employees Provident Fund Act, 1952; The Employees Pension Scheme, 1995, The Employees Deposit Linked Insurance Scheme, 1976 – The Payment of Gratuity Act, 1972 – The Employees Compensation Act, 1923 – The Maternity Benefit Act, 1961.

UNIT 5

Laws relating to Industrial Relation: The Trade Union Act, 1926 – The Industrial Standing Order Act, 1946 – The Industrial Disputes Act, 1947*.

REFERENCES

1. Vaidyanathan, S., & Srividhya, V. (2014). *Factory Laws Applicable in Tamil Nadu*. Madras Book Agency.
2. Kumar, H. L. (2008). *Labour Laws*. Universal Law Publishing Co. 9th Edition.
3. Sivarethinamohan, R. (2010). *Industrial Relations & Labour Welfare – Text & Cases*. Prentice Hall of India.
4. Mamoria, C.B., & Mamoria, S. (2007). *Dynamics of Industrial Relations*. Himalaya Publishing House.
5. Monappa, A. (2005). *Industrial Relations* (2nd ed.). Tata McGraw Hill Book Company.
6. Venkatapathy, R., & Menachery, A. (2000). *Industrial Relations and Labour Legislation*. Aditya Publishers.
7. Srivastava. (2000). *Industrial Relations and Labour Laws* (4th ed.). Vikas Publishing House P Ltd.
8. Tripathi, P.C., (2010). *Personnel Management and Industrial Relations*. S Chand & Sons.

***Self-study topics**

22MBAH2-HUMAN RESOURCE DEVELOPMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To impart knowledge about developmental activities organized and conducted by human resource department of any textile unit
- To make the students understand every system under the human resource management prior to their placements.

Course Outcomes

- i. Ability to conceptualize and strategize accordingly to the development of human resources.
- ii. Arrive at meaningful interventions, policies and practices for HRD
- iii. Able to arrive at career plan for human resources at various levels
- iv. Ability of build a culture where employees are engaged and empowered
- v. Build a suitable organizational culture and create a performance driven organizational climate

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UNIT 1

Meaning, need, process, principles of HRD, instruments and outcomes of HRD – Designing HRD systems and strategies - Practices in textile and garment manufacturing units – HR audit, HR accounting systems, HR information system and HR Analytics.

UNIT 2

HRM and HRD, a comparative analysis – The HRD matrix - Role of line managers in HRD, line manager and appraisal system – Career system, training system, work system, cultural system and self-renewal system.

UNIT 3

Organizational vs. Individual career planning – changing careers, career strategies – Retirement strategies – Dual careers - Effective individual career planning, career path development– Potential Appraisal and Development.

UNIT 4

Concepts, objectives and process in Employee Counselling – Coaching, listening, guiding and nurturing – Mentoring, concept, types, importance, process and monitoring for effective performance, with special reference to textile, apparel and retail units – Stress management - Employee empowerment*

UNIT 5

Organizational change, culture and climate – HRD Climate and its significance in textile & apparel industry – Emerging trends and perspectives - Meaning, elements and its impact on organizational climate – Determinants of HRD climate – Culture diversity – Intervention strategies - Quality of work life*.

REFERENCES

1. Rao, T. V. (2014). *Human Resource Development Audit* (2nd ed.). Sage Publications India P Ltd.
2. Arya, P. P., & Tandon, B. B. (1998). *Human resource development*. Deep and Deep Publications.
3. Megginson, D., Jennifer, P. B., & Methew, J. (2005). *Human Resource Development*. Crest Publishing House.
4. Werner, J. M., Randy, L. De Simone., & David, H. (2001). *Human Resource Development* (3rd ed.). South-Western College Publications.
5. Goel, S. L., & Gautham, P. N. (2005). *Human Resource Development*. Deep & Deep Publications.

****Self-study topics***

22MBAH3 - PERFORMANCE MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To understand the basic concepts of performance management and apply the concepts in practice
- To comprehend the process of Performance Management System and its evaluation.
- To enable the students to use proven tools and methods for objective evaluation of performance of workforce at various levels

Course Outcomes

Ability to

- i. Build a Performance Management System.
- ii. Improve continuously on the Performance Management System according to the organizational dynamics.
- iii. Implement Performance Management System.

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UNIT 1

Introduction: Defining Performance – Determinants of performance – Meaning of Performance Management – Historical developments – Aim and Role of Performance Management – Characteristic of an Ideal Performance Management system – Dangers of Poorly implemented Performance Management System* – Integrating Performance Management with other HR and Developmental activities.

UNIT 2

Measurement and PM cycle: Approaches to measuring Performance: Trait, behaviour and results Approach – Measuring Results: Determining accountabilities – Objective and Performance standard – Measuring behaviours: Comparative system, absolute system – Performance management cycle.

UNIT 3

Performance planning and monitoring: Theories of goal setting – Performance criteria – Principles and process of setting performance criteria, Methodologies for performance criteria* – performance monitoring methods and techniques.

UNIT 4

Performance Assessment and Review: Evaluating Individual Performance – Different methods of appraisals – Factors affecting appraisals – Errors – Reducing rater biases, preventing rating destruction – Significance of performance review and discussion process – Role of performance counselling.

UNIT 5

Implementing performance management system: Developing, implementing and maintaining performance management systems – PMS in public and private organisations– Recent approaches in practices – Case studies of Performance management systems in select organisations*.

REFERENCES

1. Suri, G. K., Venkata Ratnam, C.S., & Gupta, N. K. (2008). *Performance Measurement and Management*. Excel Books P Ltd.
2. Herman, A. (2012). *Performance measurement* (3rd ed.). Prentice Hall International. 3rd Edition.
3. Rao, T. V. (2012). *Performance Management and Appraisal Systems – HR Tools for Global competitiveness*. Response books.
4. Kohil, A. S & Deb, T. (2009). *Performance Management*. Oxford Higher Education.
5. Bhattacharyya, D. K. (2011). *Performance Management Systems and Strategies* (1st ed.). Pearson Education.
6. Singh, B. D. (2010). *Performance Management System a holistic approach* (1st ed.). Excel Books.

***Self-study topics**

22MBAH4 - TRAINING AND DEVELOPMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To impart the significance of training
- To create an interest in opting training as a career.
- To provide essential inputs for performing training and development activities effectively in an organization

Course Outcomes

- i. Able to choose wisely among various training and learning methods
- ii. Able to perform training needs assessment and develop a training plan
- iii. Able to design, develop and implement the training programmes
- iv. Ability to evaluate the outcome of training programmes

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UNIT 1

The context of training and development – Learning and development – Importance of training and development – Identifying training needs – Structure and functions of Training department – Training policy, objectives, strategy – Training budget – Training and Development system in a textile mills* – Trade Apprenticeship.

UNIT 2

Training design -The purchase or design decision, training content – Training methods, Training – Computer aided training – Training methods, lectures, conferences, workshop, programme instructions – Training – Simulation, role play - Various types of training in industries, Workers training, Supervisory training, Management development programmes* – On the job* – Off the job*.

UNIT 3

Training implementation -The lesson plan, the traditional training, materials used during the training, equipment needed, site preparation, scheduling, delivery –Training instruments and tests – JOHARI window, Myers Briggs type indicator, FIRO – B Questionnaire.

UNIT 4

Kirkpatrick's framework in training evaluation – Reaction evaluation, the performance grid, cost - Benefit analysis and return on investment, importance of training evaluation, barriers to training evaluation, types and models – Training and development programs - Organizational training – Technical skills training, cross-cultural training, diversity training, approaches to employee development*.

UNIT 5

Training and Management development Institutes in India – Role of Management Associations, Educational institutions, consultants, skill missions of Govt. of India – Sectoral skill councils – Textile Sectoral skill council – Role of Textile Sectoral skill council*.

REFERENCES

1. Raymond, A. Noe. (2007). *Employee Training & Development* (4th Ed.). Tata McGraw Hill Companies.
2. Steve Truelove. (2009). *Training & Development, Theory and Practice*. Jaico Publishing House.
3. Bhatia, S. K., Ahmad, A. (2005). *Training & Development, Concepts & Practices, Emerging Developments, Challenges & Strategies in HRD*. Deep & Deep Publications P Ltd.
4. David Simmonds. (2009). *Designing & Delivering Training*. Excel Books.
5. Rao, V. S. P. (2010). *Human Resource Management* (3rd Ed.). Excel Books.

***Self-study topics**

22MBAH5 - ORGANIZATION DEVELOPMENT

Total Hours: 45

3 0 0 3

Course Objective

- To gain insight about various terms relating to organizational development
- To enable the students to gain an understanding on the principles and practices of developing organizations
- To study about the active strategies for organizational change using the theories and techniques of applied behavioural science.
- Identify organizational situations that would benefit from OD interventions

Course Outcomes

- i. Facilitation to think more analytically and creatively in the approach to organization problems
- ii. Develop a sense of predictive sensitiveness to notice the changes happening in the organisations
- iii. Ability to analyze the organizational effectiveness
- iv. Able to draft and adopt appropriate OD interventions
- v. Ability to transform organizations to learning organizations

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UNIT 1

Introduction to organisation development–Growth and relevance of O.D, Diagnoses of O.D, Foundation and process of O.D, Approaches to O.D*.

UNIT 2

O.D interventions: Characteristics of O.D interventions, overview of types of interventions, process involved in designing interventions, Human process interventions, Inter personal and group process approaches, Organization process approaches, HRM interventions, Performance management*, Career planning & Development Interventions*.

UNIT 3

Strategic and Techno structural interventions: Organizational restructuring, organizational transformation, Work design and redesign, Socio-Technical systems, Quality circles, Employee involvement, Total quality management, developing organization culture: A sociological perspective, socialization processes.

UNIT 4

Effectiveness of O.D interventions: Evaluation and institutionalization of O.D interventions – Importance, process and difficulties involved, role of an O.D consultant, dealing with consultant – Client relationship*, Ethical issues on O.D*.

UNIT 5

Learning Organization and Organizational Effectiveness: Significance of learning organization to organizational effectiveness*, establishing learning dynamics in organizations, building a learning organization.

REFERENCES

1. Thomas, G. Cummings., & Worley, G. Christopher. (2015). *Organisational Development and Change* (10th Ed.). Cengage Learning.
2. French, L. Wendell., & Bell H Cecil, Jr. (2010). *Organization Development – Behavioural science interventions for organizational improvement* (4th Ed.). Prentice Hall of India Publishers.
3. Susan Cartwright., Cary, L. Cooper., Christopher Earley, P. (2001). *The International Handbook of Organizational Culture and Climate*. Wiley Publishers.
4. Donald, L. Anderson. (2012). *Cases and Exercises in Organization Development & Change* (1st Ed.). Sage Publications India P Ltd.
5. John, P. Kotter & Dan, S. Cohen. (2002). *The Heart of Change*. Harvard Business school press.

***Self-study topics**

22MBAH6 - MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

Total Hours: 45

3 0 0 3

Course Objectives

- To understand the human behaviour dimensions of managerial job.
- To enable the students to understand the behaviour dynamics of workforce.
- To make clear about the various behaviour modification interventions
- To enable the students to become effective managers.

Course Outcomes

- i. Able to apply an appropriate style of managerial behaviour and approach to manage people.
- ii. Develop a winning attitude, competitive spirit and creativity for success.
- iii. Expertise in the art of getting things done from others.
- iv. Creating togetherness amongst employees.
- v. Creating career development path for employees.
- vi. Comprehend and tackle the challenges posed by behavioural aspects of people

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UNIT 1

Defining the managerial job – Descriptive dimensions of managerial jobs – Methods – Model –Time dimensions in managerial jobs – Effective and ineffective job behaviour – Functional and level differences in managerial job behaviour

UNIT 2

Designing the managerial job – Identifying managerial talent – Selection and recruitment –Managerial skills development – Pay and rewards – Managerial motivation – Effective management criteria – Performance appraisal measures – Balanced score card – Feedback – Career management – Current practices.

UNIT 3

The concept of managerial effectiveness – Definition – The person, process, product approaches – Bridging the gap – Measuring managerial effectiveness – Current industrial and Government practices in the management of managerial effectiveness – The effective manager as an optimizer.

UNIT 4

Environmental issues in managerial effectiveness – Organizational processes – Organizational climate – Leader – Group influences – Job challenge – Competition – Managerial styles.

UNIT 5

Developing the Winning Edge - Organizational and managerial efforts – Self-development – Negotiation skills – Development of the competitive spirit – Knowledge management – Fostering creativity and innovation*.

TEXT BOOKS

1. Joe Tidd., John Bessant., & Keith Pavitt. (2006). *Managing Innovation* (3rd Ed.). Wiley Publication.
2. Omkar, R. M. (2008). *Personality Development and Career Management* (1st Ed.). S Chand Publishing.

REFERENCE BOOKS

1. Peter, F. Drucker. (2009). *Management*. Harper & Row Publishers.
2. Blanchard., and Thacker. (2009). *Effective Training Systems – Strategies and Practices*. Pearson Education Inc.
3. Rao, T.V. (2010). *Appraising and Developing Managerial Performance*. Excel Books P Ltd.
4. Milkovich., & Newman. (2009). *Compensation*. McGraw Hill International.
5. Dubrin. (2011). *Leadership, Research Findings, Practices & Skills*. Biztantra Publications.

****Self-study topics***

FUNCTIONAL ELECTIVES

FINANCE

22MBAF1 -WORKING CAPITAL MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To provide an in depth understanding of managing the working capital of an organization so as to strike a right balance of liquidity and profitability.
- To make understand about the importance of managing current assets and current liabilities
- To gain insight about various sources of capital

Course Outcomes

- i. Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.
- ii. Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
- iii. Investigate funds flow cycles and their impact on working capital management objectives.
- iv. Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.
- v. Formulate appropriate working capital management policies to achieve corporate objectives.
- vi. Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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v.																	S			
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UNIT 1

Concept of working capital – Importance of working capital management – Operating cycle - Optimal level of working capital – Alternative financing strategies – Assessment of working capital requirements - Components of working capital*.

UNIT 2

Managing cash and liquidity – Motives for cash – Objectives of cash management - Forecasting cash flows – Uncertainty in forecasting – Investment in marketable securities – Models for determining optimum level of cash balance*.

UNIT 3

Receivables management – Formulation of receivable policy – Marginal analysis – Credit evaluation and analysis – Management of Trade credit*.

UNIT 4

Inventory management – Classification and coding* – Cost of holding inventory – Inventory control models – Inventory valuation.

UNIT 5

Sources of finance for working capital – Bank credit – Assessment of working capital by banks* - Commercial paper – Factoring

REFERENCES

1. Bhalla, V.K. (2004). *Working Capital Management* (4th ed.). Anmol Publishers.
2. Srinivasan, M. (2001). *Working Capital Management*. Macmillan Publishers.
3. Ramamoorthy, V. (1984). *Working Capital Management*. Institute for Financial Management and Research.
4. Hrishikesh Bhattacharya. (2001). *Working Capital Management*. Macmillan Publishers.

****Self-study topics***

22MBAF2 - BUSINESS ANALYSIS AND VALUATION

Total Hours: 45

3 0 0 3

Course Objective:

1. To understand the financial analysis and valuation techniques of a firm.
2. To acquire the analytical skills to assess and value a firm.

Course Outcomes:

- i. Perform a strategy analysis and use it to make proforma statements.
- ii. Familiarise the student with different valuation methods and tools for assessing their accuracy.
- iii. Value creation in a merger and acquisition context.
- iv. Choose a proper valuation method given the characteristic of a firm and estimate the value of the firm given the chosen method.
- v. Analyse the accounting quality of financial statements and valuation of assets and liabilities.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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ii.		S	M		S															
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iv.																	S			
v.													M				S			

Unit 1

Business Analysis - Introduction - Financial modelling for project appraisal – concept & application – forecasting techniques – financial analysis.

Unit 2

Financial Analysis - Analysis of statement of shareholders equity – analysis of balance sheet and income statement – distress analysis – analysis of cash flow statement – analysis of profitability – analysis of growth and sustainability.

Unit 3

Business Valuation - Basis of valuation – principles and techniques of valuation – role of valuation – valuation models - DCF model – FCF model – relative valuation – contingent claim valuation.

UNIT 4

Valuation Of Mergers And Acquisitions - Business strategy – basis of M&A – theories of M&A – synergy in M&A – Approaches to valuation in case of M&A – selection of appropriate cost of capital for M&A for valuation – implications of regulations – Takeover – Post – Merger integration process – shareholder value analysis.

UNIT 5

Valuation Of Assets And Liabilities - Forms of intellectual property and methods of valuation – valuation of fixed assets – valuation of inventories – valuation of investments – valuation of shares – valuation of goodwill, patents, copyrights – valuation of brands – valuation of liabilities – MM Hypothesis

References:

1. Krishna, G. Palepu., and Paul, M. Healy. (2013). *Business Analysis & Valuation Using Financial Statements* (5th ed.). Cengage Learning.
2. Joshua Rosenbaum., and Joshua Pearl. (2013). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions* (2nd ed.). John Wiley & Sons.

****Self-study topics***

22MBAF3 - BANKING AND FINANCIAL SERVICES

Total Hours: 45

3 0 0 3

Course Objectives

- To enable the students to understand the banking functions and different types of financial services
- To understand the basic concepts of Banking and Financial Services
- To impart skills to the students on the services provided by the Banking and Financial Services industry
- To impart skills in various non-banking and allied financial service areas

Course Outcomes

- i. Gain adequate and necessary skills to start a career in banking
- ii. Ability to use effective the various support services rendered by banks for developing and expanding business
- iii. Effective use various forms of funds by banks as a source of capital

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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ii.			S																	
iii.							S													

UNIT 1

The Indian financial system – An overview – Financial stability in India – The bank market structure in India – Evolution of Indian banking – Banking sector reforms* – Sources of bank funds, deposits and non-deposit sources.

UNIT 2

Different types of loans and their features – International banking – Foreign exchange – Inter-bank market and Forex dealing – Trade finance – Letter of Credit, Financing exporters – Foreign currency loans. High tech banking* – e-payment systems and electronic banking

UNIT 3

Issue management - Role of merchant banker in appraisal of projects, designing capital structure and instruments – Issue pricing – Book building – Preparation of prospectus selection of bankers, advertising, consultants, etc. - Role of registrars – Bankers to the issue, underwriters and brokers – Offer for sale – Green shoe option – E-IPO, Private placement* – Bought out deals* – Placement with FIs, MFs, FIIs, etc. off-shore issues.

UNIT 4

Other fee based services - Mergers and acquisitions* – Portfolio management services – Credit syndication – Credit rating – Mutual funds - Business valuation.

UNIT 5

Fund based financial services - Leasing and hire purchasing – Basics of leasing and hire purchasing – Financial evaluation - Other fund based financial services - Consumer credit – Credit cards – Real estate financing – Bills discounting* – factoring and forfeiting* – Venture capital.

REFERENCES

1. Khan, M. Y. (2012). *Financial Services* (12th ed.). Tata McGraw-Hill Publishing Company Limited.
2. Tripathy, N. P. (2011). *Financial Services*. PHI Learning.
3. Suresh, P. & Paul, J. (2010). *Management of Banking and Financial Services*. Pearson Education India.
4. Machiraju. (2010). *Indian Financial System* (2nd ed.). Vikas Publishing House P Ltd.
5. Verma, J. C. (1989). *A Manual of Merchant Banking* (1st ed.). Bharath Publishing House.
6. Varshney, P. N & Mittal, D. K. (2015). *Indian Financial System*. S Chand & Sons.
7. Sasidharan. (2011). *Financial Services and System* (2nd ed.). Tata McGraw Hill Publisher Company Limited.
8. Website of SEBI

***Self-study topics**

22MBAF4 – EQUITY RESEARCH AND PORTFOLIO MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To enable the students to understand the nuances of stock market operations
- To understand the techniques involved in deciding upon purchase or sale of securities
- To provide necessary inputs to become a good investment analyst

Course Outcomes

- i. Capable of making an appropriate Investment Decision.
- ii. Able to perform fundamental analysis and technical analysis.
- iii. Able to design a suitable portfolio for the different risk appetite.
- iv. Constructing and Maintaining Active / Passive Portfolios scientifically
- v. Acting as a Financial Advisor to high net worth investors.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES																				
(S – Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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v.																		S		

UNIT 1

Investment setting -Financial and economic meaning of investment – Characteristics and objectives of investment – Types of investment – Investment alternatives* – Choice and evaluation – Risk and return concepts.

UNIT 2

Securities markets - Financial market - Segments – Types - Participants in financial market – Regulatory environment, primary market – Methods of floating new issues, book building – Role of primary market – Regulation of primary market, stock exchanges in India – BSE, OTCEI , NSE, ISE, and regulations of stock exchanges – Trading system in stock exchanges* – SEBI.

UNIT 3

Fundamental analysis -Economic analysis – Economic forecasting and stock investment decisions – Forecasting techniques -Industry analysis - Industry classification, industry life cycle – Company analysis measuring earnings – Forecasting earnings – Applied valuation techniques – Graham and DODDS investor ratios.

UNIT 4

Technical analysis -Fundamental analysis v/s Technical analysis – Charting methods – Market indicators - Trend – Trend reversals – Patterns - Moving average – Exponential moving average – Oscillators – Market indicators – Efficient market theory.

UNIT 5

Portfolio management -Portfolio analysis –Portfolio selection –Capital asset pricing model – Portfolio revision – Portfolio evaluation – Mutual funds*.

REFERENCES

1. Donald, E. Fischer., & Ronald, J. Jordan. (2011). *Security Analysis & Portfolio Management* (8th ed.). PHI Learning.
2. Prasannachandra. (2011). *Investment analysis and Portfolio Management*. Tata McGraw Hill Pub.
3. Reilly & Brown. (2011). *Investment Analysis and Portfolio Management* (9th ed.). Cengage Learning.
4. Kevin, S. (2012). *Securities Analysis and Portfolio Management*. PHI Learning.
5. Bodi., Kane., Markus., & Mohanty. (2011). *Investments* (8th ed.). Tata McGraw Hill Publishing Company Limited.
6. Avadhani, V.A. (2011). *Securities Analysis and Portfolio Management*. Himalaya Publishing House.
7. Bhalla, V.K. (2012). *Investment Management*. S Chand & Company Limited.

***Self-study topics**

22MBAF5 - INSURANCE AND RISK MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objective

- To introduce the concept of risk and techniques of identifying, measuring and managing it
- To study about the role, functions and basic principles as applicable to different classes of insurance
- To lay foundation to facilitate the students in their further studies on insurance

Course Outcomes

- i. Able to recognize the different sources of risk in enterprises
- ii. Capable of selecting appropriate risk management techniques
- iii. Acquisition of knowledge about insurance industry practices
- iv. Gaining knowledge on insurance pricing and personal insurance

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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UNIT 1

Introduction to risk management - Risk - Types of risk – Objectives of risk management – Sources of risk – Risk identification – Measurement of risk.

UNIT 2

Risk aversion and management techniques - Risk avoidance – Loss control – Risk retention – risk transfer – Value of risk management – Pooling and diversification of risk

UNIT 3

Risk management tools –Options–Forward contracts–Future contracts–SWAPS–Hedging–Optimal hedges for the real world.

UNIT 4

Introduction to insurance - General insurance – Principles of general insurance – General insurance Products (Fire, Motor, Health) – Insurance contracts – Objectives of insurance contracts – Elements of a valid contract – Characteristics of insurance contracts – Insurance pricing – Insurance market and regulation – Solvency regulation*.

UNIT 5

Insurance as a risk management technique – Insurance principles – Policies –Insurance cost and fair pricing – Expected claim costs – Contractual provisions that limit insurance coverage*.

REFERENCES

1. Harrington., & Niehaus. (2010). *Risk management and Insurance* (3rd ed.). Tata McGraw Hill Publishing.
2. Trieschman., Hoyt., & Sommer. (2011). *Risk management and Insurance* (3rd ed.). Cengage Learning.
3. Mark, S. Dorfman. (2011). *Introduction to Risk management and Insurance* (10th ed.). Prentice hall of India.
4. Stulz. (2011). *Risk management and Derivatives* (2nd ed.). Cengage Learning.
5. Skipper., & Kwon. (2009). *Risk management and Insurance*. Wiley-Blackwell Publishing Ltd.
6. Nalini Prave Tripathy., & PrabirPal. (2010). *Insurance – Theory and Practice*. Prentice Hall of India.
7. George, E. Rejda. (2009). *Principles of Risk Management and Insurance* (8th ed.). Pearson Education Inc.

****Self-study topics***

22MBAF6 - DERIVATIVES MANAGEMENT

Total Hours: 45

3 0 0 3

Course Objectives

- To enable students understand the nuances involved in derivatives
- Understand the basic operational mechanisms in derivatives.

Course Outcomes

- i. Able to use derivatives to hedge against systematic risks
- ii. Able to manage risk internationally by adopting global risk management strategies
- iii. Able to reduce interest rate and currency rate by using derivatives concept

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)																				
PO																				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
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UNIT 1

Introduction - Derivatives –Forward contracts – Futures contracts – Options – Swaps – Differences between cash and future markets – Types of traders – OTC and exchange traded securities – Types of settlement – Uses and advantages of derivatives* – Risks in derivatives.

UNIT 2

Futures contract - Specifications of futures contract - Margin requirements – Marking to market – Hedging using futures – Types of futures contracts – Securities, stock index futures, currencies and commodities – Delivery options – Relationship between Future prices, Forward prices and spot prices.

UNIT 3

Options - Definition – Exchange traded options, OTC options – Specifications of options – Call and put options – American and European options – Intrinsic value and time value of options – Option payoff, options on securities, stock indices, currencies and futures – Options pricing models – Differences between future and option contracts.

UNIT 4

SWAPS - Definition of SWAP – Interest rate SWAP – Currency SWAP – Role of financial intermediary – Warehousing – Valuation of interest rate SWAPs and currency SWAPs - Bonds and FRNs – Credit risk

UNIT 5

Derivatives in India - Evolution of derivatives market in India* – Regulations - Framework – exchange trading in derivatives – Commodity futures – Contract terminology and specifications for stock options and index options in NSE – Contract terminology and specifications for stock futures and index futures in NSE – Contract terminology and specifications for interest rate derivatives.

REFERENCES

1. John, C. Hull. (2012). *Options, Futures and other Derivative Securities* (9th ed.). PHI Learning.
2. Keith Redhead. (2011). *Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs*. PHI Learning.
3. Stulz. (2011). *Risk Management and Derivatives* (2nd ed.). Cengage Learning.
4. Varma., & Jayanth, R. (2011). *Derivatives and Risk Management* (2nd ed.). Tata McGraw Hill Publishing Company Limited.
5. David Dubofsky. (2015). *Option and Financial Futures – Valuation and Uses*. McGraw Hill.
6. Gupta, S.L. (2011). *Financial Derivatives- Theory, Concepts and Practice*. Prentice Hall of India.

***Self-study topics**