



சா்தார் வல்லபாய் பட்டல் சர்வதேச ஜவுளி மற்றும் மேலாண்மை கல்லூரி
सरदार वल्लभभाई पटेल इंटरनेशनल स्कूल ऑफ टेक्स्टाइल्स एंड मैनेजमेंट
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MBA – RETAIL MANAGEMENT

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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.

I 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 Salwar Kameez or any modest and professional attire. 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.

a. Formal Dress Code Policy – Wednesdays

To maintain a professional and disciplined learning environment, all students are required to adhere to a formal dress code every Wednesday. This initiative reinforces the importance of decorum, uniformity, and readiness for professional settings.

b.Dress Code Guidelines for Wednesdays:

Boys: Formal shirt (tucked in), formal trousers, belt, and shoes. Clean shave or well-groomed beard is expected.

Girls: Formal salwar kameez, or any modest and professional attire appropriate to the academic environment

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 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 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. 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).

14. 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.

II REGULATIONS

Definitions and Nomenclature

- Institute – Sardar Vallabhbhai Patel International School of Textiles and Management, Coimbatore
- University / Collaborating University – Central University of Tamil Nadu, Thiruvavur
- Programme – Master of Business Administration specializing in Retail 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: Retail 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.
- 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.

1. STRUCTURE OF THE PROGRAMME

- a. The programme comprises core courses, practical labs, sectoral elective courses, functional elective courses, General Elective course, internship and project work.
- b. The programme structure provides scope for students to specialize in a sectoral elective (Business Analytics) and a functional elective in management (Marketing/Finance/HR).
- c. There are 18 core courses, 8 elective courses of which 3 are sectoral electives and 4 are functional electives and 1 general elective, 5 supportive laboratory courses.
- 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 semesters.
- i. During IV semester the students will have to take up a project work associated to an industry.
- j. During internship and project work, 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 will be 12 weeks.

1. Students are to follow the prescribed guidelines stated exclusively for internship and project work.

2. 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 Retail

- **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.

- **GENERAL MANAGEMENT ELECTIVE**

Elective courses which can be chosen from a list of courses offered in general management elective

- **SUPPORTIVE LAB COURSES**

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

5. 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.

6. INDUSTRY IMMERSION PROGRAMME

Through theory and practical courses students gain technical knowledge about textile & retail industry. This program aims to familiarize students with the current happenings and developments in textile & retail 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 & retail 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 retail 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 22MBAR11 - Basics of Retail Management 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 22MBAR21 – Retail Operations and Mall Management will be assessed as follows:

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

7. 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.

8. PROJECT WORK

Every student shall undertake a project work 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. Project work at industrial / research organization, the same shall be jointly supervised by a faculty guide and an expert from the organization. This project is to be carried out for duration of 12 weeks.

9. 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

10. ASSESSMENT OF PRACTICAL COURSES

- 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.
- 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.
- Maximum Marks for each practical course is 100 which consist of:

Continuous Internal Assessment	End Semester
60	40

- 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	

11. 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

12. EVALUATION OF PROJECT WORK

- a. Evaluation of project work 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 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	

13. ELIGIBILITY CRITERIA FOR APPEARING IN EXAMINATIONS AND ATTENDANCE REQUIREMENT

- a. Students fulfilling the following criteria will be allowed to appear in the examinations:
 - i. Paid all the fees and dues to the Institute
 - ii. He/She has minimum prescribed attendance in a semester in all 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 a shortage in attendance on the recommendation of the Head – Managements and with the approval of the Director.
- d. The condonation of attendance shortage shall be governed by the following provisions:
 - e. Attendance between 70% and 74.9%: Eligible for condonation on payment of a condonation fee of Rs.500 per course.
 - f. Attendance between 65% and 69.9%: Eligible for condonation on payment of a condonation fee of Rs.1,000 per course.
 - g. Attendance below 65%: Not eligible for condonation. Such students shall not be permitted to appear for the End Semester Examination
- h. 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.
- i. The above said relaxations will be considered for students whose academic progress and conduct is observed satisfactory.

- j. 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.

14. 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)

15. 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.

16. 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. 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

17. 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. Grade Point Average (GPA) for each semester will be calculated only for those students who have passed all the courses in that semester.
- c. 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:

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

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:

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

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.

18. ELIGIBILITY TO AWARD OF DEGREE

A student shall be eligible for the award of MBA in the sectoral specialization (Retail) 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.

19. 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)
- 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.

20. 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.

21. 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.

22. 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.

OUTCOME BASED EDUCATION (OBE)

1. 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 Retail 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.

2. PROGRAMME SPECIFIC OBJECTIVES (PSOs)

To

1. Develop strategic thinking and decision-making abilities specific to the retail industry by integrating knowledge across business functions.
2. Demonstrate proficiency in core areas such as retail operations, marketing, finance, supply chain, and customer relationship management.
3. Apply analytical tools and quantitative techniques for effective problem-solving and business decision-making in retail contexts.
4. Understand and evaluate contemporary trends and global practices shaping the retail sector.
5. Cultivate entrepreneurial mindset and leadership skills to initiate, manage, or scale retail ventures successfully.
6. Adopt ethical practices and demonstrate professionalism and teamwork while adapting to diverse and dynamic retail environments.

3. PROGRAMME OUTCOMES (PO)

1. Demonstrate professionalism, leadership, and problem-solving skills by applying knowledge across multiple functional areas in the retail industry.
2. Integrate tools, concepts, and principles from finance, marketing, and human resources to develop effective business strategies in retail management.
3. Develop analytical and decision-making skills through business analysis, data management, and problem-solving techniques to support management functions.
4. Exhibit leadership and teamwork abilities essential for implementing organizational activities, managing change, and driving business success in retail.
5. Understand and adapt to global competitive environments, recognizing their influence on evolving retail business practices and strategies.
6. Manage end-to-end business processes in the retail sector, ensuring operational efficiency, sustainability, and customer satisfaction.
7. Apply strategic management concepts to critically evaluate and formulate business strategies tailored to the dynamic retail industry.

8. Analyze business decisions' impact on stakeholders, considering ethical, corporate social responsibility, environmental, and organizational aspects.
9. Utilize marketing and financial management principles to engage diverse audiences, drive business performance, and optimize retail operations.
10. Develop advanced research and consultancy skills to independently execute problem-based projects and foster continuous professional growth in retail management.

4. 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.

5. MAPPING OF PSOs AND POs

P S O	P O									
	1	2	3	4	5	6	7	8	9	10
1	✓	✓	✓	✓		✓	✓		✓	
2	✓	✓	✓	✓		✓	✓	✓	✓	✓
3	✓		✓		✓	✓	✓	✓	✓	✓
4				✓	✓		✓		✓	✓
5	✓	✓		✓	✓		✓			✓
6	✓			✓	✓	✓		✓	✓	✓

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
 FE – Functional Elective Courses
 GE – General Elective Courses
 PI – Project Work

CODE	SEMESTER – I	L	T	P	C	CT	AM	
							CIA	ESE
THEORY								
26MBAR11	Basics of Retail Management	3	1	0	4	CC	40	60
26MBAR12/ 26MBARB12	Basics of Textile Manufacturing/Introduction to Textile Industry*	3	0	0	3	CC	40	60
26MBAR13	Management Concepts and Organizational Behaviour	3	0	0	3	CC	40	60
26MBAR14	Economic Analysis for Retail Industry	3	0	0	3	CC	40	60
26MBAR15	Accounting for Decision Making in Retail Management	3	1	0	4	CC	40	60
26MBAR16	Business Statistics and Analytics for Decision Making	3	1	0	4	CC	40	60
26MBAR17	Marketing Management	3	0	0	3	CC	40	60
PRACTICAL								
26MBAR1L1	Retail Merchandising Laboratory - I	0	0	4	2	SL	60	40
26MBAR1L2	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								
26MBAR21	Retail Operations and Mall Management	3	1	0	4	CC	40	60
26MBAR22	Financial Management in Retail	3	1	0	4	CC	40	60
26MBAR23	Human Resource Management	3	0	0	3	CC	40	60
26MBAR24	Inventory Control Management	3	0	0	3	CC	40	60
26MBAR25	Research Methods for Management	3	0	0	3	CC	40	60
26MBAR26	Entrepreneurship Development	3	0	0	3	CC	40	60

26MBAR27	Apparel merchandising Management	3	0	0	3	CC	40	60
PRACTICAL								
26MBAR2L1	Indian Knowledge system	0	0	4	2	SL	100	
26MBAR2L2	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								
26MBAR31	Strategic Management and Corporate Governance	3	0	0	3	CC	40	60
26MBAR32	Retail Shoppers' Buying Behaviour	3	0	0	3	CC	40	60
26MBAR33	Supply Chain Management in Retail	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
	Functional Elective I	3	0	0	3	FE	40	60
	Functional Elective II	3	0	0	3	FE	40	60
	General Elective - I	3	0	0	3	GE	40	60
PRACTICAL								
26MBAR3L1	Creativity and Innovation Lab	0	0	4	2	SL	100	-
26MBAR3I	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
26MBAR41	Sustainability In Textiles And Fashion	3	0	0	3	CC	40	60
	Sectoral Elective – III	3	0	0	3	SE	40	60
	Functional Elective –II	3	0	0	3	FE	40	60
	Functional Elective - III	3	0	0	3	FE	40	60

26MBAR4P	Project work	0	0	0	9	PI	200	100
	Total Credits				21			
	Cumulative Credits				104			
LIST OF ELECTIVES								
RETAIL MANAGEMENT ELECTIVES								
26MBAR1	Franchising	3	0	0	3			
26MBAR2	Retail Advertising and Sales Promotion	3	0	0	3			
26MBAR3	Store Layout Design & Visual Merchandising	3	0	0	3			
26MBAR4	International Marketing and Retailing	3	0	0	3			
26MBAR5	Lifestyle Retailing	3	0	0	3			
26MBAR6	Retail Buying and Category Management	3	0	0	3			
26MBAR7	Digital Marketing	3	0	0	3			
26MBAR8	e-retailing	3	0	0	3			

LIST OF FUNCTIONAL ELECTIVES						
MARKETING						
26MBAM1	Product and Brand Management	3	0	0	3	
26MBAM2	Consumer Behaviour	3	0	0	3	
26MBAM3	Customer Relationship Management	3	0	0	3	
26MBAM4	Integrated Marketing Communication	3	0	0	3	
26MBAM5	Rural Marketing	3	0	0	3	
26MBAM6	Services Marketing	3	0	0	3	
HUMAN RESOURCE						
26MBAH1	Labour Legislation and Industrial Relation	3	0	0	3	
26MBAH2	Human Resource Development	3	0	0	3	
26MBAH3	Performance Management	3	0	0	3	
26MBAH4	Training and Development	3	0	0	3	
26MBAH5	Organization Development	3	0	0	3	
26MBAH6	Managerial Behaviour and Effectiveness	3	0	0	3	
FINANCE						
26MBAF1	Working Capital Management	3	0	0	3	
26MBAF2	Business Analysis and Valuation	3	0	0	3	
26MBAF3	Banking and Financial Services	3	0	0	3	
26MBAF4	Equity Research and Portfolio Management	3	0	0	3	
26MBAF5	Insurance and Risk Management	3	0	0	3	
26MBAF6	Derivatives Management	3	0	0	3	
GENERAL MANAGEMENT ELECTIVE						
26MBAGM1	Textile Business Environment and law	3	0	0	3	
26MBAGM2	ERP & MIS for Textile Industry	3	0	0	3	
26MBAGM3	International Business Management	3	0	0	3	

*The course "Basics of Textile Manufacturing" is compulsory for all students, except those who have graduated with a B.Tech./B.E. in Textile or Fashion Technology. For such students, who already possess foundational knowledge covered in the "Basics of Textile Manufacturing" course, an alternative course titled "Introduction to Textile Industry" is offered. This course is designed exclusively for B.Tech. Textile/Fashion graduates and is not mandatory. However, these students may opt to enroll in the "Basics of Textile Manufacturing" course if they prefer. The "Basics of Textile Manufacturing" course will be conducted through regular classroom sessions, while the "Introduction to Textile Industry" will be offered as a self-study course under the guidance of a faculty member. The evaluation for the self-study course will be carried out solely by internal faculty.

SYLLABI

SEMESTER I

26MBAR11 - BASICS OF RETAIL MANAGEMENT

Course Objective

To provide foundational knowledge of retail concepts, retail evolution, customer behaviour, retail formats, and emerging retail technologies.

Course Outcomes (COs)

- Understand retail concepts and retail ecosystem.
- Analyze consumer buying behaviour in retail contexts.
- Evaluate retail formats and location strategies.
- Apply retail mix decisions in practical business situations.
- Identify digital transformation trends in retail.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M		S	S		S	S	M	S	
ii.		M			S		S	M	M	S
iii.	S		M			M	S			M
iv.	S	S		M	M	M	S	S		
v.		S	M	M	M		M		S	

UNIT 1

Concept and importance of retailing, Functions of retailing, Terms and Definition, Retail formats and types, Retailing Channels, Non-Store Retailing- On-line sales; Introduction to apparel retailing-current global and Indian retail scenario in textile, garment and fashion, key drivers of Indian apparel retail business, growth of organized apparel retail in India; understanding the Indian retail economics, foreign direct investment in Indian apparel retail; Strategies of international retailers in India*.

UNIT 2

Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location, Retail value chain, Retail market segmentation, targeting and positioning

UNIT 3

Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analysing Merchandise performance

UNIT 4

Store layout and Design, Visual Merchandising, Promotions Strategy, Retail Marketing Mix, Retail Communication Mix, mark-up and mark-down in retail merchandise management, private labels; apparel franchising- types, Key success factors; Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, pricing strategies, controlling costs

UNIT 5

An introduction to Apparel and fashion e-commerce, apparel and fashion e-business, s-commerce vs. e-business, economic forces – advantages – myths – e-business models, design, develop and management of e-business, web and social networking, mobile commerce - business applications, classifications, and models, payments, security and legal requirements; recent trends – behaviour tracking AI in retail, Sustainability in Retail, Green Retailing, E-tailing, Challenges faced by the retail sector*

REFERENCES

1. Swapna Pradhan. (2009). *Retailing Management* (3rded.). Tata McGraw Hill.
2. Levy, M., Barton, A.Weitz., & Ajay Pandit. (2008). *Retailing Management* (6thed.). Tata Mc Graw Hill.
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4. James, R. Ogden., & Denise, T. Ogden. (2007). *Integrated Retail Management*. Biztantra.
5. Gibson, G. Vedamani. (2003). *Retail Management Functional Principles & Practices* 3rd (ed.). Jaico Publishing House.
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7. Harvey, M..Deitel., Paul, J..Deitel., and Kate Steinbuhler. (2011). *e-business and e-commerce for managers*. Pearson.

***Self-study topics**

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26MBAR12 - BASICS OF TEXTILE MANUFACTURING

Course Objectives

- To provide students with comprehensive knowledge of textile fibres and the yarn manufacturing process.
- To familiarize students with various yarn numbering systems used in the textile industry.
- To impart an understanding of the fabric manufacturing process, particularly through weaving.
- To introduce students to the production and applications of nonwoven fabrics.
- To develop awareness about the scope, types, and uses of technical textiles.

Course Outcomes

- Understand the classification, structure, and properties of natural fibres.
- Gain insights into the yarn manufacturing process and its key stages.
- Understand the processes involved in weaving preparation.
- Acquire knowledge about different types of looms and their functionalities.
- Distinguish between woven and knitted fabrics based on their structure and characteristics.
- Understand the fundamental concepts and applications of nonwoven and technical textiles.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)										
	PO									
CO	1	2	3	4	5	6	7	8	9	10
i	S		M				S	M	S	S
ii	S	M	S	S				M		
iii	M	M	S		M	M	M		S	M
iv	M		M	M	S					
v			S	M		S	S		M	
vi			M		S	S	S	S		M

UNIT 1

Textile Fibres: Introduction to textile fibres – Essential and desirable properties – Classification: Natural, synthetic, regenerated and high performance fibres – Physical and Chemical properties of Cotton, Silk, Wool, Polyester and Viscose Rayon.

UNIT 2

Yarn Manufacturing: Introduction – Process sequence for cotton spinning: Ginning, Blow room to Ring spinning - Study of yarn twist and its importance – Types of yarn twist –Modern Spinning systems – Yarn numbering systems - Direct system and Indirect system. Yarn defects - causes and remedies*.

UNIT 3

Weaving: Preparatory process – Winding, Warping, Sizing - objectives and concepts. Drawing-in and denting-in. Loom classification - shuttle loom and shuttle less loom. Passage of material through loom. Basic concepts and function of loom mechanisms -

primary, secondary and auxiliary motions. Basic principles of dobby and jacquard. Principles of shuttle less loom - rapier, projectile, air jet and water jet looms

UNIT 4

Knitting - Basic principles of Knitting. Comparison: weaving and knitting. Classification of knitting machines. Knitting terminologies – loop, loop length, course, wales, CPI, WPI, gauge and GSM. Knitting elements - needle, sinker, cam, cylinder and dial. Needle types - beard, latch and compound needle. Yarn passage in weft knitting machine. Basic weft knitted structures. Smart Manufacturing and IoT in textile production *.

UNIT 5

Nonwovens & Technical Textiles: Introduction – Fibres used – classification of nonwovens – web formation: Dry laid, wet laid, polymer laid, spun bond, melt blown – Web bonding: Mechanical, chemical and thermal bonding – Applications of nonwovens*. Introduction to Technical Textiles - Segments of Technical Textiles.

REFERENCES

1. Mishra, S. P. (2005). A Text Book of Fiber Science and Technology. Reprint. New Delhi: New Age International Pvt. Ltd.
2. Corbman, Bernard P. (2000). Textiles: Fiber to Fabric, (6th ed.). Singapore: McGraw Hill.
3. Klein, W. (2014). The Rieter Manual of spinning. Vol 1 – 7. Winterthur: Rieter Machine Works Ltd.
4. Adanur, S. (2001). Handbook of Weaving, (1st ed.). New York: CRC Press.
5. Karthik, T., Prabha Karan, C., and Rathinamoorthy, R. (2016). Nonwovens: Process, Structure, Properties & Applications, (1st ed.). India: Woodhead Publishing.
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7. Prabir Kumar Banerjee. (2014). Principles of Fabric Formation, (1st ed.). UK: CRC Press.
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10. Horrocks A. R, Anand S. C. (2016). Handbook of Technical Textiles, (2nd ed.). India. Woodhead Publishing.

****Self-study topics***

26MBATTB12- INTRODUCTION TO TEXTILE INDUSTRY

Course Objectives

- To provide an overview of the Indian and global textile and clothing industry.
- To familiarize students with the structure, classification, and major stakeholders of the Indian textile value chain.
- To impart knowledge about statutory and non-statutory institutions and their roles in textile development.
- To introduce key textile policies and schemes at national and sectoral levels.
- To analyze the strengths and challenges of the Indian textile sector in comparison with global competitors.
- To build awareness about sustainability certifications, traceability, and compliance practices in the textile and apparel industry.

Course Outcomes

- Gain a comprehensive understanding of the Indian textile industry's structure and sector-wise functioning.
- Identify the key statutory bodies, research associations, export councils, and industry associations.
- Understand various government policies, missions, and schemes for textile sector development.
- Analyze the SWOT of Indian textile clusters and benchmark them against global competitors.
- Acquire knowledge of sustainability practices and global certification standards in the textile value chain.
- Appreciate the importance of traceability, ethical trade, and buyer compliance in global textile sourcing.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S-Strong, M-Medium)										
PO										
CO	1	2	3	4	5	6	7	8	9	10
i.	S	S		M	S	S	M	M	M	S
ii.		S	S		S			S	S	
iii.	M			S		S	M			M
iv.			M		M			M		M
v.	S	M				S	M		S	
vi.	M	M	S	M	S		S	S	S	S

UNIT 1 – Overview of Textile Industry

Structure of Indian textile and clothing industry – Importance and classification: Organized mill sector (spinning, composite mills), decentralized sectors (handlooms, powerlooms, garments), woollen textiles, man-made fibres, silk and handicrafts. Sector-wise fabric production. Overview of Indian textile exports – key contributors and performance.

Global textile and clothing industry – positioning of India in the global value chain, key exporting countries, and demand trends.

UNIT 2 – Institutional Framework and Industry Bodies

Statutory and non-statutory bodies under the Ministry of Textiles: Development Commissioner (Handlooms/Handicrafts), Jute Commissioner, Textile Commissioner, Central Silk Board, Cotton Corporation of India, NCJD, NHDC, Wool Board. Export Promotion Councils – AEPC, TEXPROCIL, HEPC, PDEXCIL, MATEXIL, CEPC, WVEPC. Textile Research Associations and Centres of Excellence for Technical Textiles. Role of industry associations – CITI, CMAI, SIMA, TEA, ITF, SISPA, NITMA, SAI, TAI, ITTA.

UNIT 3 – Key Policies and Government Schemes

National Textile Policy (2000), National Technical Textiles Mission (NTTM), Production Linked Incentive (PLI) Scheme, PM MITRA scheme. Schemes for handlooms – NHDP, Yarn Supply Scheme, Handloom Weavers Comprehensive Welfare Scheme. Schemes for powerlooms – In-situ Upgradation Scheme, Group Workshed Scheme, Integrated Scheme for Powerloom Cluster Development (ISPCD).

UNIT 4 – SWOT and Comparative Analysis

SWOT analysis of Indian textile industry across the value chain. SWOT of major clusters – Surat, Tirupur, Ludhiana, Bhilwara, Panipat, Coimbatore, Ichalkaranji, Erode. Comparative SWOT – India vs China, Bangladesh, Vietnam. Contemporary challenges: global competition, tech adoption, compliance, skilled labour, access to finance, branding.

UNIT 5 – Sustainability and Compliance in Textiles

Overview of sustainable certifications and accreditations: GOTS, OEKO-TEX Standard 100, Fairtrade, SA8000, ISO 14001, Higg Index, ZDHC, BCI, Sedex (SMETA), WRAP. Concepts of sustainability, traceability, circularity and buyer compliance in global sourcing.

References

1. Sharma, R. K. (1985). *Textile industry in India: Structure and strategies*.
2. Santhanam, K. R. (1985). *Textile policies and planning*.
3. Shetty, N. S. (2001). *Indian textile industry: Economic perspective*.
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26MBAR13- MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

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.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	M	S		S		S	M		S
ii.	M	M		S	M	S		S	M	
iii.	M		M		S	M	M			M
iv.	S		M	M	M			M	M	
v.	S	S	S	M	S	M	S			
vi.	M				M	M		S	S	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* (10thed.). Pearson Higher Education. USA.
2. Stephen P, Robbins. (2013). *Organizational Behaviour* (15thed.). Pearson Education. Inc., New Jersey.
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4. Stephen, P.Robbins& David, A. Decenzo. (2008). *Fundamentals of Management* (6thed.). Pearson Education.
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6. Jayantee Mukherjee Saha. (2006). *Management and Organizational Behaviour*. Excel Books.

***Self-study topics**

26MBAR14 – ECONOMIC ANALYSIS FOR RETAIL INDUSTRY

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

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M	S		M	S	S		S		S
ii.		S	M	S			M		M	M
iii.	S	M	S		M	M	M	M		S
iv.		S	S						M	S

Micro Economics

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.

Macro Economics

UNIT 5

National income - Business cycle - Inflation and deflation - Balance of payments - Monetary and fiscal policies – Ease of doing business in Textile & Retail Industry* –

Distance to Frontier Measure - Pre and post impact of Covid-19 in Indian Economy and Global Economy (with reference to Retail Industry).

REFERENCES

1. Varshney, R. L., & Maheshwari, K. L. (2014). *Managerial Economics* (22nded.). S Chand & Sons.
2. Yogesh Maheshwari. (2012). *Managerial Economics*. PHI Learning Private Limited.
3. 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.
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****Self-study topics***

26MBAR15 – ACCOUNTING FOR DECISION MAKING IN RETAIL MANAGEMENT

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.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M	S	S			S	S		S	M
ii.		S		S	M	S	M	M	S	M
iii.	S	M	M				S	M		S
iv.		S	S	M	S					M

UNIT 1

Financial Accounting: Definition - Generally accepted accounting principles, conventions and concepts – Preparation of financial statements – Profit and loss account and Balance Sheet (problems) with reference to Retail Industry.

UNIT 2

Analysis of financial statements - common-sized statement, comparative statement, Trend analysis, Ratio analysis - Accounting Ratios: Construction of balance sheet using ratios(problems).

UNIT 3

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of FundFlow Statement (Problems) - Cash Flow Statement Analysis - Computation of cash from Operations (Problems).

UNIT 4

Cost Accounting: Meaning - Cost Terminology*: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet: Problems, Budgets and budgetary control – Principles, methods and types, flexible budgeting, cash budget, master budget – Zero base budgeting*

UNIT 5

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

**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. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. (2022). *A Textbook of Accounting for Management* (5th ed.). Vikas Publishing House.
4. Sharma, R.K. & Gupta Shaghi. (2014). *Management Accounting - Principles and practices*. Kalyani Publishers.
5. Jan Williams., Susan Haka., Mark Bettner., & Joseph Carcello. (2010). *Financial and Managerial Accounting – The basis for business decisions*. Tata McGraw Hill Education.
6. Charles, T. Horngren., Gary, L. Sundem., William, O. Stratton., Dave Burgstahler., & Jeff, O. Schatzberg. *Introduction to Management Accounting*. PHI Learning.
7. Ashish, K. Battacharya. (2006). *Introduction to Financial Statement Analysis*. Prentice Hall of India.
8. Bhagavathi, V. & Pillai, R.S.N. (2010). *Cost & Management Accounting*. S.Chand & company Ltd.

****Self-study topics***

26MBAR16 - BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

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
i.	M	S	S	M		M	S		S	S
ii.		S	M	M	S		M	S	M	M
iii.	S	M	S		M		M	M		M
iv.		S	M	M		M			S	S
v.	M	S	S	S	M	S			M	M

UNIT 1

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

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 with reference to Textile Industry.

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* (5thed.). Cengage Learning.
3. James, R. Evans. (2012). *Business Analytics - Methods, Models and Decisions*. Pearson Ed.

26MBAR17 - MARKETING MANAGEMENT

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

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

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

UNIT 3

Pricing -Process, methods, pricing strategies: price adaptation (geographical pricing, discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing), Pricing in Retail 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 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, P., Keller, K. L., &Chernev, A. (2025). *Marketing management* (17th ed.). Pearson Education.
2. Singh, R. (2012). *Case studies on marketing management*. Pearson Education India.
3. Winer, R. S., &Dhar, R. (2014). *Marketing management* (4th ed.). Pearson Education.
4. Saxena, R. (2019). *Marketing management* (6th ed.). McGraw-Hill Education India.
5. Blois, K. J. (Ed.). (2001). *The Oxford textbook of marketing*. Oxford University Press.
6. Perreault, W. D., Jr., Cannon, J. P., & McCarthy, E. J. (2021). *Basic marketing: A marketing strategy planning approach* (19th ed.). McGraw-Hill Education.
7. Etzel, M. J., Walker, B. J., & Stanton, W. J. (2004). *Marketing* (14th ed.). McGraw-Hill/Irwin.

****Self-study topics***

26MBAR1L1 – RETAIL MERCHANDISING (LABORATORY)

Course Objectives

- To help the students to acquire the knowledge of retail store and explore the techniques and the process of retail outlet.
- This course provides an insight to the students regarding various issues associated with store operation, visual merchandising, merchandising, inventory management, retail sales etc. Class participation would be fundamental for the development of transferrable skills.

Course Outcomes

- Ability To understand the concept of visual merchandising
- Describe the flow of goods and services in a retail environment
- Ability to know different type of tools and techniques used in visual communication.
- Demonstrate the retail format based on the retail strategy mix.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M		S		M		S			
ii.		M		M		S		M	S	M
iii.	S	S	M				S			M
iv.				S	M	M		M	S	

Practical:

Module 1- About the Company

1.1 Write down a short brief about the company- its history, service proposition, products lines, perception amongst customers in the market, competitors and the future prospects.

Module 2 – Stock Deck

2.1 Note down in detail locations of the merchandise in the store.

2.2 Store Layout: Make a layout of all levels of the store.

Module 3 - Building Product Knowledge

3.1 Choose any one Textile / Apparel product in the retail store and collect all the information regarding the product you have chosen.

Module 4 - Personal Performance Tracking

4.1 Keep a personal performance Diary, in which note down each transaction every-day for a week and then compute.

Module 5 - Consumer Buying Behaviour

5.1 Observe a customer during the shopping cycle and write down the response in sequence.

Module 6 - Functions of various Departments

6.1 Describe the different department in the retail store and the major functions each department carries.

Module 7 -Retail Formats

7.1 Go to a large mall (or high street) and classify the mall tenants, categorizing them into a retail format based on their retail strategy/mix.

Module 8 - Exceptional Sales Performance

8.1 You are required to interview three excellent salespersons working in the retail store, and find out what made him/her exceptional.

Module 9 - Customer Service

9.1 Log on to the Internet and find two examples of returns/Exchange Policy or “Customer Service Policy” from any retailer’s site

Module 10 - Security Processes of Retailers

10.1 Carefully study the retail stores, and that of the competitors (or any other large store of an organized retailer) and identify all the security hazards and risk currently present in the both stores.

Module 11 - Flow of goods in Retail Store

11.1 Gather data and make a process flow of how goods flow from the vendor to the customer in the store.

Module 12 - Visual Communication in the Store

12.1 Describe the various kind of fixtures used in the store, type of displays, classes of signage’s and visual communication techniques/tools in the store.

Module 13 - Cashiering Process in the Store

13.1 Describe cashiering process.

26MBAR1L2 – BUSINESS COMMUNICATION (LABORATORY)

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
i.	S	S		M	M		M		S	S
ii.	M		S			S		S	M	S
iii.	S	M	M	S	S		M			M
iv.	M			M		M		S	M	S
v.	M	M	S					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. Dashboard-based decision-making systems integrated with business communication.

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 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* (13thed.). Sultan Chand & Sons.
2. Meenakshi Raman., Prakash Singh. (2012). *Business Communication* (2nded.). Oxford.
3. Raymond, V. Lesikar., Flatley. (2004). *Basic Business Communication Skills for Empowering the Internet Generation* (10thed.). 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* (5thed.). Tata McGraw Hill.
7. Malcolm Goodale. *Developing Communication Skills* (2nded.). 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

26MBAR21 - RETAIL OPERATIONS AND MALL MANAGEMENT

Course Objective

- To provide a detailed insight into the day to day operations management of the retail outlet as well as broad outlook on managing Malls.
- To provide insights to concepts of retail operations and of merchandise management
- To learn about the concept of malls and the intricacies involved in managing malls
- To gain an understanding about the principle in planning mall layouts

Course Outcomes

- i. Able to arrive at strategies for effective functioning of a retail outlet.
- ii. Able to manage the overall operation and maintenance of the entire building infrastructure, including the services and utilities, ensuring that they are used in a way that are consistent with the purpose for which it was acquired.
- iii. Able to devise strategies for back end operations of the store
- iv. Draft effective plan for mall management
- v. Apply technology in retail operations.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
CO	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	M		S	S	S	M		S	M
ii.	M			S	M	M	S	S	S	S
iii.		S	M	S						M
iv.	M	M		S	M			S		S
v.				M		S	M	M	M	M

UNIT 1

Fundamentals of Retail store operations- Store Administration-Implementing standard operating policies, Customer Service Management- Customer complaints and Grievances - store operations monitoring management, point of sale bill management, cash management, Queue Management.

UNIT 2

Inventory Management-Merchandise handling and controlling, Store merchandising ordering and replenishment process. Monitoring Shrinkage and administering store audit. Credit Management- handling the cash collections and banking operations-facility management, implementing fire and general security. Maintenance of rest rooms and general hygiene and sanitation.

UNIT 3

Handling store promotions, implementing planograms to enhance visual merchandising, Undertaking POS promotions, Creating and using signage and graphics as a theme for promotions- Motivating and Managing store employees, implementing HR policies, salary administration, training and development of the store employees .

UNIT 4

Back end operations of the store-Logistics and Distribution, handling deliveries and taking to stock; maintaining FIFO stock rotation , monitoring of expiry periods and damaged stocks-handling replenishments and ordering of staple goods-undertaking local purchase of wet goods.-coordinating with distributors and other supply chain partners

UNIT 5

Concepts of Mall Management, Issues related to Indian Mall Management, Mall Management Strategies, Mall designing process, positioning a mall, Zoning, Success strategies of Indian and Global Malls, Marketing of a Mall, Facility Management, Infrastructure, IoT application in Retail, Cloud based retail management.

TEXT BOOKS

1. Berman Berry. (2007). *Retail Management: A Strategic Approach (10thed.)*. Prentice Hall of India. New Delhi.
2. Lamba, A. J. (2007). *The Art of Retailing*. Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Gupta. (2007). *Retail Management (Text & Cases)*. Wisdom Publishers. New Delhi.

REFERENCES

1. Dunne, P. M., Lusch, R. F., & Griffith, D. A. (2005). *Retailing*. Bangalore: Thomson Asia Private Limited.
2. Levy, M. (2007). *Retailing management*. New Delhi: Tata McGraw-Hill Publishing Company Ltd.
3. Newman, A. J., & Cullen, P. (2007). *Retailing: Environment & operations* (1st ed.). New Delhi: Thomson Learning.
4. Zentes, J., Morschett, D., & Schramm-Klein, H. (2007). *Strategic retail management: Text & international cases*. Germany: Gabler.
5. Singh, H. (2012). *Mall management*. New Delhi: Tata McGraw-Hill Education.
6. Das, A. (2008). *Mall management with case studies*. New Delhi: Taxmann Publications Pvt. Ltd.

26MBAR22- FINANCIAL MANAGEMENT IN RETAIL

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

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

UNIT 1

Financial management – an Overview - Time value of money - Valuation of bonds and shares with reference to Textile industry.

UNIT 2

Computing specific costs of capital – Cost of debt, Preference shares, Equity and Retained earnings – Computation of WACC.

UNIT 3

Capital budgeting process – Evaluation of capital expenditure decisions – DCF and Non-DCF Techniques

UNIT 4

Long term sources of financing – Factors determining capital structure – Capital structure theories – Leverages - Dividend models - Policy – Determinants

UNIT 5

Short-term sources of financing – Working capital policies – Determinants of working capital – Management of current assets and current liabilities

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

***Self-study topics**

26MBAR23 - HUMAN RESOURCE MANAGEMENT

Course Objectives

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

Course Outcomes

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M	S		S		M		M		M
ii.	S	S	M				S		S	M
iii.		S	M	M	S	M		M		M
iv.	S	M			M		M	M	S	S

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 & retail industry.

UNIT 2

Human resource planning and forecasting - Organisational structure, employment system and classification of employees in industry – Job analysis - Job description, Job specification, Job evaluation and types of jobs in 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 & retail 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 & retail 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 (13thed.)*. Prentice Hall of India Pvt Ltd.
2. Robert, L. Mathis., John, H. Jackson., Sean, R. Valentine., & Patricia, A. Meglich. (2015). *Human Resource Management (15thed.)*. Cengage Learning.
3. John, Ivancevich. (2012). *Human Resource Management (12thed.)*. Tata McGraw Hill Pub. Co. Ltd.
4. Micheal Armstrong. (2007). *Human Resource Management Practice (11thed.)*. Kogan Page Ltd.
5. Rao, T. V. (2012). *Performance Management and Appraisal Systems – HR Tools for Global competitiveness*. Response books.

***Self-study topics**

26MBAR24 – INVENTORY CONTROL MANAGEMENT

Course Objectives:

- To educate the students on the role of Inventory Management in Retail Industry and its applications in the business organizations with special emphasis on the areas like warehousing and location transfers.

Course Outcomes:

- To comprehend the dynamics of inventory management's principles, concepts, and techniques.
- To understand the methods used by organizations to obtain the right quantities of stock or inventory.
- To familiarize themselves with inventory management practices and apply them in real time.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
PO										
CO	1	2	3	4	5	6	7	8	9	10
i.	M	S	M	S		S			M	S
ii.	M	S	S	M			M	S	M	M
iii.	S	S	S	S	M		S			S

UNIT 1

Objective-scope-concept of Inventory and control, Mechanics of Inventory control- ; Stocks and Inventories at different stage-stocks within organization-role of stock-costs of holding stock

UNIT 2

Methods of Independent demand: Economic Ordering Quantity-Adjusting EOQ-Uncertainty in demand and cost – Lead time; Models for known demand and uncertain demand -Price discount from supplier- replenish rate-Exercises, Constraint on stock.

UNIT 3

Inventory Management Information system- Information about supply and demand; Warehousing - setting up-putting away-picking and shipping. Forecasting- methods of forecasting.

UNIT 4

Material requirement planning-need-benefit-problems –adjusting MRP schedules; ABC and other classifications and analysis; Just-in Time-principles-features-effects-achieving JIT- advantages-disadvantages-extending JIT along supply chain.

UNIT 5

Item Tracking- coding-Inventory checking and accounting - Handling items with serial and lot number and tracking items with warrantee and expiration- Transferring items with serial and lot number.

REFERENCES:

1. Donald Waters. (2003). *Inventory Control and Management*. John Willey.
2. Brittain. (2004). *Retailing, An Introduction* (5th ed.). Pearson Education.
3. Adam Ebert. (1992). *Production and Operations Management* (5thed.). Pearson Education.
4. Levy and Weitz. (2008). *Retailing Management* (6th ed.), Tata McGraw Hill.
5. Gopalkrishnan&Sundaresan. (1977). *Materials Management: An Integrated Approach*. Prentice Hall of India
6. Datta. (2000). *Materials Management: Procedures, Text and Cases* (2nded.). Prentice Hall of India.

26MBAR25 - RESEARCH METHODS FOR MANAGEMENT

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

- Able to pursue research on a scientific basis and select appropriate research design.
- Able to analyze the collected data using appropriate statistical tools for interpretation of the data.
- Able to present the research report adopting the right tools for enhancing the quality of presentation.
- Identify problem, define objectives and select suitable research design.
- Develop measurement tools and test for its validity and reliability.
- 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
i.	M	M	S	S			M		S	M
ii.			S		S	S		M	S	M
iii.	M		M	M					M	S
iv.	M	M	S		M	M	M	S	S	
v.			S						S	M
vi.		M	S	S		M	M	M	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* (9thed.). Cengage Learning.
2. Cooper, R. Donald., & Pamela, S. Schindler. (2014). *Business Research Methods* (12thed.). McGraw Hill Education.
3. Collis Jill., & Hussey. (2013). *Business Research: A Practical Guide for Undergraduate and Post Education* (4thed.). Palgrave Macmillan.
4. Saunders, N.K. Mark., Lewis Philip., & Adrian Thornhill. (2012). *Research methods for Business Methods* (6thed.). Prentice Hall of India.
5. Kothari, C. R. (2004). *Research Methodology: Methods and Techniques illustrated* (2nded.). New Age International, P Ltd.

***Self-study topics**

26MBAR26 - ENTREPRENEURSHIP DEVELOPMENT

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/Technical Textile Industry.

Course Outcomes

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

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, THIC (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.

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 Publications.
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**

26MBAR27 – APPAREL MERCHANDISING MANAGEMENT

Course Objective

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

Course Outcomes

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	S		S	M				S	S
ii.	S	S	M	S				S	M	M
iii.	S	S	S	S	M		M	M	M	S
iv.	M	S	M	S		S	S	S		M
v.	S	M	M	S		S	M			S

UNIT 1

Merchandising –Organization structure of an apparel industry –Key stake holders in the apparel industry – Types and functions of a merchandiser – Essential requisites for a good merchandiser* – Process flow in apparel industry – Types of buyers and buying houses - 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 - Marketing research for the merchandiser, sales analysis and estimation-Stages in product development - Proto sample development – Pre production meeting – Approval(sample and trims)-Types of approvals.

UNIT 3

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, kids wear, ladies wear

Sourcing – Introduction – need for sourcing - domestic vs international sourcing-strategic sourcing – Supplier Evaluation, Selection, and Relationship Management - Service Outsourcing, E-Sourcing and Crowd Sourcing - Supply Chain Financing and Risk Management in Purchasing and Sourcing.

UNIT 4

Introduction to Retail Merchandising - Planning Merchandise Mix - Merchandise Mix Plan, Analyzing Customer Needs, Factors Influencing Fashion Demand, Model Stock Plan. Merchandise Management and Control - Constraining Factor, Merchandise Range Review, Merchandise Performance Evaluation. Pricing Merchandise - Interactive Price Decision, Retail Pricing Objectives, Markup, Markdown.

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. Rosenau, J. A., & Wilson, D. A. (2001). *Apparel merchandising*. New York: Fairchild Publications Inc.
2. Kunz, G. I. (2000). *Merchandising: Theory, principles & practices*. New York: Fairchild Publications Inc.
3. Tepper, B. K., & Greene, M. (n.d.). *Mathematics of retail buying* (8th ed.). New York: Fairchild Books.
4. Dickerson, K. G., & Jarnow, J. (2004). *Inside the fashion business* (6th ed.). Upper Saddle River, NJ: Prentice Hall Inc.
5. Frings, C. S. (2005). *Fashion: From concept to consumer* (8th ed.). Upper Saddle River, NJ: Prentice Hall Inc.

****Self-study topics***

26MBAR2L1 – INDIAN KNOWLEDGE SYSTEM

Course Objectives

- Understanding of Indian Knowledge Systems (IKS), their historical development, and their role in contemporary society, including traditional sciences, philosophical traditions, arts, and their applications for sustainability and preservation.

Course Outcomes

- i. Gain a comprehensive understanding of Indian Knowledge Systems (IKS), including their historical development, key principles, and interconnectedness with Indian culture and philosophy.
- ii. Explore traditional Indian sciences, technologies, philosophical traditions, arts, and literature, and understand their relevance in contemporary contexts.
- iii. Develop an awareness of how IKS can contribute to sustainability, particularly in agriculture, resource management, and healthcare, and recognize the need to preserve and integrate IKS into education and policymaking for sustainable development.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
PO										
CO	1	2	3	4	5	6	7	8	9	10
i.	M		M	S	M	S		M		M
ii.	M	S	M		M	M	M	S	S	S
iii.	M			S		S	M	S	S	S

UNIT 1

FOUNDATIONS OF INDIAN KNOWLEDGE SYSTEMS

Overview of Indian Knowledge Systems (IKS) - Historical development and evolution of IKS - Key principles, concepts, and sources of IKS - Interconnectedness of IKS with Indian culture and philosophy - Role of IKS in contemporary society

UNIT 2

TRADITIONAL SCIENCES AND TECHNOLOGIES

Study of traditional Indian sciences like Ayurveda, Yoga, and Vastu Shastra - Indigenous technologies in agriculture, metallurgy, and textiles - The integration of IKS with modern science and technology - Preservation and promotion of traditional knowledge systems

UNIT 3

INDIAN PHILOSOPHICAL TRADITIONS

Introduction to major philosophical schools like Vedanta, Nyaya, and Samkhya - Comparative analysis of Indian and Western philosophies - Relevance of Indian Page 58 of 102 philosophical thought in contemporary debates - The influence of philosophy on various aspects of Indian society

UNIT 4

ARTS, LITERATURE, AND LANGUAGE

Exploration of classical Indian literature, including epics, poetry, and drama - The role of language in preserving and disseminating knowledge - Aesthetic traditions in Indian arts, including music, dance, and architecture - Contemporary interpretations and adaptations of Indian arts and literature

UNIT 5

INDIGENOUS KNOWLEDGE AND SUSTAINABILITY

Indigenous environmental knowledge and practices - Sustainability in agriculture, resource management, and healthcare through IKS - Case studies on the application of IKS for sustainable development - The need for the preservation and integration of IKS into education and policymaking

REFERENCES:

1. Mahadevan, B., Bhat, V. R., & Nagendra, P. R. N. (2022). *Introduction to Indian knowledge system: Concepts and applications*. Delhi: PHI Learning Private Ltd.
2. SamskritaBharati. (n.d.). *Pride of India: A glimpse into India's scientific heritage*. New Delhi: SamskritaBharati.
3. Sampad, & Vijay. (2011). *The wonder that is Sanskrit*. Puducherry: Sri Aurobindo Society.
4. Acharya, P. K. (1996). *Indian architecture*. New Delhi: MunshiramManoharlal Publishers.
5. Kapoor, K., & Singh, A. (2021). *Indian knowledge systems* (Vols. I & II). Shimla, H.P.: Indian Institute of Advanced Study.

***Self-study topics**

26MBAR2L2 – DATA ANALYSIS AND BUSINESS MODELING

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)										
CO	PO									
	1	2	3	4	5	6	7	8	9	10
i.		M	S		M			S	S	M
ii.	S	M	M	M		S	M		M	
iii.			M	M	M		S	M	M	M
iv.	M	M	S			M	S			M
v.	M	S	S	S		S		S		S

- Introduction to Excel
 - Overview of the Excel interface
 - Basic data entry and formatting
 - Cell referencing (relative, absolute, mixed)
- Basic Formulas and Functions
 - Basic formulas (SUM, AVERAGE, COUNT, etc.)
 - IF statements and logical functions
- Intermediate Excel Functions
 - VLOOKUP and HLOOKUP functions
 - INDEX and MATCH functions
 - Text functions (LEFT, RIGHT, MID, CONCATENATE, etc)
 - Date and time functions
- Data Management and Analysis
 - Sorting and filtering data
 - Data validation and drop-down lists
 - Subtotal and outlining data
 - Pivot Tables and Pivot Charts
- Advanced Data Analysis
 - What-If Analysis using Scenario Manager
 - Goal Seek and Solver for optimization problems

- c. Data tables for sensitivity analysis
 - d. Power Query for data transformation
- 6. Data Visualization with Charts
 - a. Creating various types of charts (bar, line, pie, etc.)
 - b. Customizing charts and adding data labels
 - c. Introduction to Sparklines
- 7. Statistical Analysis with Excel
 - a. Descriptive statistics (mean, median, mode, etc.)
 - b. Correlation and regression analysis
- 8. Business Analytics Applications
 - a. Time series analysis with Excel
 - b. Forecasting techniques
 - c. Data modeling with Excel (basic predictive analytics)
- 9. Building Dashboards
 - a. Building a basic dashboard with charts
 - b. Dashboard interactivity and user-friendly design
- 10. Mini Project - Use necessary tools to analyze textile business data.

REFERENCES:

1. David, R. Anderson., et al. (2011). *An Introduction to Management Sciences: Quantitative approaches to Decision making* (5thed.). South-Western College Pub.
2. William, J. Stevenson., CeyhunOzgur. (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* (6thed.). Pearson,
5. Minnick, C. (2012). *Web Kit for Dummies*. John Wiley & Sons.

SEMESTER III

26MBAR31- STRATEGIC MANAGEMENT AND CORPORATE GOVERNANCE

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

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	S	M		M		S	M	S	S
ii.	M	S	M	M	S	S				
iii.		M	S			M	M	S	M	M
iv.	S			S			M		M	
v.	M	M			M	S		S		S
vi.	M		M	M		M	S		S	M

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* (12thed.). McGraw Hill Education.
2. Mason, A. Carpenter. (2011). *Strategic Management: Concepts and Cases*. Pearson Education Inc.
3. Fernando, A. C. (2009). *Corporate Governance* (3rded.). 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***

26MBAR32 - RETAIL SHOPPERS' BUYING BEHAVIOUR

Course Objectives

- To understand psychological and behavioural patterns of shoppers in textile and fashion retail.
- To explore internal and external factors influencing consumer decisions in apparel and lifestyle product categories.
- To analyze shopper behaviour across retail formats (offline, online, hybrid) with a focus on textile/apparel.
- To equip learners with shopper insights for crafting effective textile and fashion retail strategies.

Course Outcomes

- Explain motivational and personality-based factors influencing textile and fashion shoppers.
- Analyze the role of perception, learning, and attitudes in apparel purchase behaviour.
- Evaluate how family, reference groups, and social class influence buying decisions in textile retail.
- Interpret the impact of cultural and subcultural factors on fashion/textile shopper behaviour.
- Apply consumer insights to develop strategies for apparel merchandising, visual retailing, and e-commerce

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
PO										
CO	1	2	3	4	5	6	7	8	9	10
i.	S			M	M	S	S		S	
ii.	S	M	S					M	M	M
iii.	M			S	M	M	M	M		M
iv.				M		S				
v.	S	S	S			M	S	S	S	S

UNIT 1

Shopper Motivation and Personality in Textile Retail- Dynamics of motivation in apparel and fashion retail - Maslow's Hierarchy and its relevance to fashion consumption - Trio of Needs and self-expression through clothing - Theories of personality and textile brand preferences - Personality traits influencing fashion/style orientation - Self-concept, self-image and personal style in clothing choices*.

UNIT 2

Perception, Learning and Attitude Formation in Apparel Buying - Sensory marketing in textile and lifestyle stores - Store atmospherics, visual merchandising, and perception - Brand imagery in fashion: logos, packaging, celebrity endorsement - Observational learning (social media influencers, trendsetters) - Formation and change of fashion attitudes - Loyalty and reinforcement learning in apparel shopping*.

UNIT 3

Social and Family Influences in Apparel Consumption - Family as a decision-making unit for clothing purchases - Role of women, youth, and elders in textile-related buying* - Family life cycle and seasonal/cultural clothing needs - Peer groups and their influence on fashion trends - Social class and clothing style preferences - Fashion reference groups and aspirational buying.

UNIT 4

Culture, Subculture and Cross-Cultural Behaviour in Fashion Retail - Cultural values and fashion symbolism in India - Festive, ritual, and regional variations in textile choices - Subcultural groups: Gen Z, Millennials, Urban Tribes - Acculturation and global fashion influence on Indian youth - Cross-cultural shopper behavior in global brands (Zara, H&M, FabIndia) - Standardization vs. Localization in textile retail marketing*.

UNIT 5

Shopper Decision-Making and Apparel Retail Trends - Buyer decision-making process for garments and accessories - Influences of pricing, discounts, and fashion promotions - Impulse vs. planned buying in fashion retail - Online vs. offline decision-making in apparel and textiles - Diffusion of fashion innovations and trend adoption - Data-driven retailing: consumer analytics in textile industry.

REFERENCES

1. Solomon, M. R. (2022). *Consumer behavior: Buying, having, and being* (13th ed.). Pearson.
2. Levy, M., & Weitz, B. A. (2021). *Retailing management* (10th ed.). McGraw-Hill Education.
3. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2006). *Consumer behavior* (10th ed.). Cengage Learning.
4. Goworek, H., & McGoldrick, P. (2015). *Retail marketing management: Principles and practice*. Pearson Education.
5. Birtwistle, G., & Moore, C. M. (2007). *Fashion marketing: Contemporary issues*. Elsevier.
6. Okonkwo, U. (2007). *Luxury fashion branding: Trends, tactics, techniques*. Palgrave Macmillan.

***Self-study topics**

26MBAR33- SUPPLY CHAIN MANAGEMENT IN RETAIL

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

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

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
CO	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	M	M		S	S	S		M	
ii.	S	S	S	M		S	M	S	S	M
iii.	M	M	S		M			M		S
iv.		M	M	S		M			S	
v.	S	S	S		M	S		S	M	M
vi.	M	M	S	S		S	M	M	S	

UNIT 1

Introduction - Supply chain – Fundamentals – Evolution - Role in economy - Importance of SC in Textile 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* - Real time analytics applications* - Artificial Intelligence and Machine Learning applications across the textile value chain*.

REFERENCES

1. Janat Shah. (2009). *Supply Chain Management – Text and Cases*. Pearson Education Inc.
2. Sunil Chopra & Peter Meindl. (2007). *Supply Chain Management - Strategy Planning and Operation*. Pearson Education Inc.
3. Ballou Ronald. (2007). *Business Logistics and Supply Chain Management (5thed.)*. 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. Altekhar Rahul, V. (2005). *Supply Chain Management Concept and Cases*. PHI Learning.

****Self-study topics***

26MBAR3L1- CREATIVITY AND INNOVATION LABORATORY

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.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S		S					M	S	S
ii.	M	S			M		S			M
iii.			S	M		M		S	M	S
iv.	S	M	M	S			M		M	
v.	M			M	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.

26MBAR31 – INTERNSHIP

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

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	M	S	S	M	M			S	
ii.	S	S	M		S		M	M		M
iii.	M		S	M		S	S		S	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

26MBAR41 – SUSTAINABILITY IN TEXTILES AND FASHION

Course objectives

- To understand the concept of sustainable development and eco- textiles.
- To learn about carbon foot print and significance of eco-friendly labels.
- To understand the idea of 3 R's and Green consumerism.
- To understand Ethical Manufacturing and Corporate Social Responsibility practices in textile industry.

Course Outcomes

- Analyze Sustainability aspects in clothing industry
- Awareness about green consumerism and eco-friendly labels
- Development of Sustainable Business Strategies.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S		S	S	M	M		S		
ii.	M	S	M		S	S	M		M	S
iii.	S		S		M		S	M	S	S

Unit I

Introduction and needs for eco-textiles, importance of eco-textiles. Ecology - Production ecology, Human ecology and Disposal ecology. Structure and stability of the ecosystem- concepts of Sustainable Development, SDG Goals, Principles of sustainability. Green manufacturing- introduction and importance. Waste management for sustainable textiles and clothing.

Unit II

Carbon footprint, water footprint and energy consumption of fashion industry. Sustainability in Clothing Industry -Clothing lifecycle, fast and slow fashion, clothes repair and re-use. Sustainable fashion designers, sustainable fashion brands, Eco- friendly fashion labels

Unit III

Recycling, Up cycling of Textiles and Circular Economy Recycling- Definition, recycling process, importance of recycling. Up cycling of textiles and clothing, Sustainability through innovative designs and accessories. Circular economy- Definition, importance, benefits of circular economy.

Unit IV

Green Consumerism Green consumerism -Meaning-Importance- green consumerism and waste reduction- Green consumer – Possible ways to become green consumer- Green Marketing Strategies. 3Rs – Reduce, Reuse and Recycle. Ways to increase the sustainability of fashion -Raise awareness, Radical Rethinking, Increase corporate and consumer responsibility, Push for alternatives, Introducing effective policy.

Unit V

Ethical Manufacturing and Corporate Social Responsibility Ethical Manufacturing – Meaning, importance of ethical manufacturing in textile Industry- ethical issues relating to textile and fashion industry. Ethical practices for sourcing of sustainable fashion clothing and accessory. Corporate Social responsibility – need and importance of CSR in fashion and apparel industry.

References:

1. Mirafatab, M., & Horrocks, A. R. (2007). *Eco textiles: The way forward for sustainable development in textiles*. Cambridge: Woodhead Publishing, Elsevier.
2. Mirafatab, M., & Horrocks, R. (2007). *Eco textiles*. Cambridge: Woodhead Publishing Ltd.
3. Fletcher, K. (2008). *Sustainable fashion and textiles: A design journey*. London: Laurence King Publishing.
4. Blackburn, R. (2009). *Sustainable textiles: Life cycle and environmental impact*. Cambridge: Woodhead Publishing Ltd.
5. Yamase, K. (2012). *Cut up couture: Edgy upcycled garments to sew*. Loveland, CO: Interweave.
6. Phillips, J. (2013). *Create: Sustainable luxe – A guide to feel good fashion*. Australia: Space Publishing.
7. Black, S. (2013). *The sustainable fashion handbook*. London: Thames & Hudson.

26MBAR4P – PROJECT WORK

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
i.	S		S	S	M	M				M	S
ii.	M	S	M		S		M	M			
iii.	S		S	M			S		S		S

A project work 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. Project work at industrial / research organization, the same shall be jointly supervised by a faculty guide and an expert from the organization. This project is to be carried out for duration of 12 weeks.

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

SECTORAL ELECTIVES

RETAIL

26MBAR1 - FRANCHISING

Course Objectives

- To help students understand the franchise business models which provide an alternate career option to traditional corporate employment.
- To provide an insight into the joys and perils of buying and owning a franchise

Course Outcomes

- Devise strategies to expand without the risk of debt or the cost of equity
- Overcome employee motivation problems through franchising which substitutes an owner for the manager
- Leverage on improved operational quality through franchising
- Create strategies for improved valuation of business
- Ease of penetrating into secondary and tertiary Markets

UNIT 1

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.		S	M	M		M	S	M	S	
ii.	S			S			M			M
iii.		M	S	M	S	S		S		M
iv.	M	S			M		S	M	S	
v.	M	M	M		S	M	M		S	

Concept of franchising – History of franchising – Role of franchisors and franchisees - Attributes of a franchising business owner – Comparison of entrepreneur and franchise owner – Selecting the right franchise – Short and long term strategy for selection*

UNIT 2

Cost of franchise, buying an existing franchise - The franchise business model with benefits – Types of franchises* – Single unit franchises* – Multi unit franchises* – Region / Area developer – Master developer.

UNIT 3

Acquiring the franchise – Understanding and negotiating franchising documents, negotiating of lease – Franchise business plan – Managing franchise: Finding and developing good employees and customers*.

UNIT 4

Franchise agreement, transaction analysis and financial analysis, documentation and management stage – Franchisor and franchisee dynamics: Building profitable relationship, Indian laws for franchising*

UNIT 5

Major Indian and global brand franchises: Case studies, future trends in franchising.

REFERENCES

1. Joel Libava. (2014). *Become a Franchise Owner*. Wiley & Sons. New Jersey.
2. Gaurav Marya. (2013). *Franchising: The science of reproducing success*. www.franchiseindia.com
3. Peter Keup, & Erwin, J. Keup. (2012). *Franchise Bible* (7thed.). Entrepreneur Press.
4. Iain Maitland. (2006). *Franchising*. Jaico Publication. Mumbai.
5. Manish, V. Sidhpuria. (2009). *Retail Franchising*. Tata McGraw Hill Pub., Co., Ltd. Noida.

****Self-study topics***

26MBAR2 – RETAIL ADVERTISING AND SALES PROMOTION

Course Objective

- To critically analyse importance of advertising and sales promotion in the success of a Retail operation with special reference to Textiles
- The similarities and differences between advertising and sales promotion and the individual effectiveness of both will be highlighted.

Course Outcomes

- i. Gain the knowledge and skill set on advertising in retail outlet.
- ii. Effectively plan on media and agency help to monitor the performance.
- iii. Ability to find out the impact of sales after sales promotion.
- iv. Able to apply advertising and sales promotion to increase footfalls in mall.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S		M			S		S		S
ii.		S		S	M	M	S	S	S	M
iii.	M	M	M			S	M		S	
iv.				S	S		S		M	S

UNIT 1

Introduction to advertising and sales promotion as part of the Promotional mix-Role of advertising in creating brand awareness and brand equity-Role of sales promotion in increasing sales-determining the ideal advertising: sales promotion mix.; Determination of Target Audience; positioning the retail store to determine the expectation of the target customer, directing the integrated marketing communication at the target customer.

UNIT 2

Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout. – Using different types of appeal-rational, emotional, moral- Selection Compensation and Appraisal of an Agency – Media planning - Advertising campaign – Concept of Brand ambassadors-Advertising V/s Consumer behaviour – Monitoring the effectiveness of advertisement campaigns. Rationale of Testing Opinion and Aptitude – Recognition - Recall - Experimental Designs

UNIT 3

Sales Promotion -Nature and Types of Sales Promotion; Consumer Behaviour and Sales Promotion -- Economic Theories of Promotion. Campaign Planning - Media planning - Budgeting; Evaluation –Sales Promotion's Impact on Sales; Evaluation of Sales Promotion Experiments - Retailer Promotion Planning Process with special reference to Textiles.

UNIT 4

Above the line (ATL) and below the line (BTL) sales promotions-setting the sales promotion budget for the branch sales promotion, collaborating with the supply chain for sales promotion - Point of sale promotion using Graphics and posters, Methods of sales promotions-discounts, coupons, samples, Gifts-Superiority of sales promotion over Media advertising.

UNIT 5

Advertising and sales promotion as part of Mall operations-the role of sales promotions in increasing footfalls in malls-case study of Ansal Plaza for success of Promotions – Collaborative efforts for promotions-retailer, mall owner, distributor and manufacturers-Promoting new product launches promotions for sales support –promotions for Festivals(Diwali-Pongal-Christmas-Onam),using celebrities for promotions- Cases of Textiles and Apparel Retail.

TEXT BOOKS

1. Michael Levy., Barton, A. Weitz. (2019). *Retailing Management* (5thed.). Tata McGraw-Hill.
2. Berman., Evans. (2017). *Retail Management: A Strategic Approach* (7thed.). Prentice Hall.
3. Ellen Diamond. (2005). *Fashion Retailing: A Multi-Channel approach* (1sted.). Prentice Hall.
4. Mary Fances., Drake., Janice Harrison spoone., and Herbert Green Wald. (1992). *Retail Fashion Promotion and Advertising*. Prentice Hall.
5. Bolgh George, E., and Bolgh Michael. *An introduction to Advertising and Promotion* (3rded.).Chicago, Uwin.
6. Blattberg., Robert, C., and Scott, A. Nosin. *Sales Promotion: Concept, Methods and Strategies*, Englewood cliffs.
7. Schaltz Don, E. and Willam, A. Robinson. (1982). *Sales Promotion Management*. Chicago. Crain Books.

26MBAR3 - STORE LAYOUT DESIGN & VISUAL MERCHANDISING

Course Objectives

- To understand, define and grasp key terms and principles involved in visual merchandising.
- To obtain a broad understanding of display and be able to employ strategies for making timely and attractive, profitable display decisions within retailing.
- To learn the processes and techniques used in the retail industry to attract buyers.

Course Outcomes

- i. Gain the knowledge and skill sets to become a visual merchandising expert
- ii. Effectively plan the retail space available to offer assortment of merchandise and engage buyers
- iii. Ability to apply colour psychology for increased footfall and improved sales
- iv. Ability to up skill the existing sales team
- v. Able create a store theme and build up desired store image

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.		M				S		M	S	S
ii.	S	S	S			M	S	M	S	M
iii.	S		M		S		M		S	S
iv.		M		S	S		S		M	
v.	M			M	M				S	S

UNIT 1

Introduction, Objectives, Concept of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India, Scope of visual merchandising in India, Visual Merchandising as a Support for Positioning Strategy, Prospects of Visual Merchandising, Challenges in Visual Merchandising, The common challenges, Ways to overcome the visual merchandising challenges*

UNIT 2

Planning a Store Layout, Various Types of Store Layouts, Grid layout, Forced-path layout, Free-form layout, Boutique layout, Combined layout, Store Space Allocation, Heads of space allocation in a store, Managing Customer Navigation in a Store, General Rules of Customer Traffic in a Store, The Loop for Guiding the Shoppers through a Store

UNIT 3

Concept of Store Design and Display, Objectives of store design, Purpose and importance of display, Rules of display planning, Display Settings, Store Design, Exterior of a store, Interior of a store, Thematic Communication, Graphics, Signage, Window displays, Merchandise Presentation Strategies*

UNIT 4

Colour blocking, Other techniques of merchandise placement, Physical materials used to support the display, Components of display, Some Useful Display Fixtures, Shelves, Gondolas, Round racks, Four ways, Saccades and fixation, Replenishes, Planogramming, Mannequins, Alternatives to the mannequins, Dressing the Three-Dimensional form- AI-driven colouration technology* - Smart shelf technologies*.

UNIT 5

Store image: Introduction, Objectives, Concept of Image Mix, Elements of Image Mix, Sound/Music, Odour, Visuals, Employees, Elements that Levy Negative Impact on Shoppers, Point-of-Purchase display, Fashion shows, Product Presentation in Non-Store Retail Merchandising* - Footfall analytics and heat-map technologies in retail*.

REFERENCES

1. Martin, M. Peglar. V. M. (2002). *Visual Merchandising and Display*. Fairchild Publication, Inc. New York.
2. Tony Morgan. (2015). *Visual Merchandising* (2nded.).
3. Swati Bhalla,&AnuraagSinghal. (2012). *Visual Merchandising*. Tata McGraw Hill Education.

****Self-study topics***

26MBAR4 - INTERNATIONAL MARKETING AND RETAILING

Course Objectives:

- To introduce students to the world of global business and to expose them to the realities of doing business internationally with special focus to Textiles.
- To familiarize students with the competitiveness of global industry and the various theoretical frameworks available.
- To give students an in-depth opportunity to explore various cultural, political and competitive issues involved.
- To provide a basic understanding of how Multi-National Corporations organize and strategies business.

Course Outcomes:

- i. Develop an understanding of and an appreciation for basic international marketing concepts, theories, principles, and terminology.
- ii. Be able to demonstrate an awareness and knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.
- iii. Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.
- iv. Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M	S	S	S	M	S	S		S	M
ii.		M		S	S		M	S	M	
iii.	S	S	M			M		M	S	S
iv.	S	S	S	M	S		S		S	

UNIT 1

Introduction to International Business Management – modes of international business – globalization – reasons, drivers and restraining forces – changing world order. Environmental frame works – Analysis of global environment –Political, Economic, Social, Cultural, Legal and Technological environments – origin and importance of international organizations: GATT/WTO/IMF/WORLD BANK/UNCTAD

UNIT 2

International trade theories – Adam Smith, Ricardo, Ohlin and Hecksler, New product life cycle theory, implications for International Business including New trade theory, Porter's diamond model – Economic integration- economic alliances – NAFTA, EU, ASEAN, SAARC.

UNIT 3

Essence of International Retailing- factors affecting Expansion- different retail marketsinternational Retail Models & Theories - cultural factors –role of international companies in world economy.

UNIT 4

Operations – country evaluation and selection: China- EU-North America – choosing production, marketing and geographic strategies – country comparison tools – final country selection with special reference to Textiles – Sourcing sustainable material

UNIT 5

Multi-National Corporations – organization, design and structures- entry strategy and strategic alliances – control systems.

REFERENCES:

1. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2009). *International business: Environment and operations* (10th ed.). Pearson.
2. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2000). *International business*. Cengage Publications.
3. Keegan, W. J., & Green, M. C. (2015). *Global marketing* (3rd ed.). Prentice Hall.
4. Dawson, J., Larke, R., & Mukoyama, M. (2006). *Strategic issues in international retailing*. London & New York: Routledge, Taylor & Francis Group.
5. Rugman, A. M., & Hodgetts, R. M. (2006). *International business* (3rd ed.). Pearson.
6. Cherunilam, F. (n.d.). *International business: Text & cases* (6th ed.). Eastern Economy Edition. PHI Learning Pvt. Ltd.

26MBAR5 – LIFESTYLE RETAILING

Course Objectives:

- To understand in detail the fundamental concepts of Life style marketing and its role in successful apparel retailing.
- To identify and monitor the factors that positively influences life style marketing in apparel retailing.
- To understand the complex mechanisms involved in merchandising of life style goods.

Course Outcomes:

- i. How to design an experiential retail strategy.
- ii. Ways to apply various fashion system methodologies.
- iii. Able to understand consumer insights and decision making process involved in the purchase of life style goods.
- iv. Evaluate the concepts of segmenting, targeting and positioning of a life style products.
- v. Assess sustainability practices in lifestyle retail.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S		S			S				
ii.	M	M	M	M	S		S	M	S	M
iii.		M		S		M	M	S	S	M
iv.					S				S	

UNIT 1

Introduction - Evolution of Consumption - Utilitarian and Hedonic Consumption - symbolic Consumption - Ritual Consumption - Sensory Consumption - Consumer Efficiency

UNIT 2

Entertainment Retailing, Thematic Retailing - Value Retailing – Branding - Brand Extension - Strategic Alliance - Global Experiential Retailing

UNIT 3

The origin and development of Life style marketing-Concepts of style, fashion and fads-the role and influence of culture in development of styles-differentiating fads from fashion.-understanding the cyclic nature of fashions – Sustainable retailing in fashion industry.

UNIT 4

Understanding consumer insights and decision making process involved in the purchase of life style goods-understanding the different value systems of customers-understanding the concept of psychological benefits in the value system of the customer-understanding the cyclic and seasonal characteristics of fashion. The influence of climate in the preference for lifestyle products.

UNIT 5

Lifestyle segmentation, targeting and positioning. Integrated marketing communication required for lifestyle marketing-creating the message and appeal of lifestyle- sustainable fashion – circular fashion economy, ESG practices in fashion retail.

REFERENCES

1. Kim,Y.K., Forney,J.A., &Sullivan,P. (2020). *Experiential retailing: Concepts and strategies that sell*. Fairchild Books.
2. Swapna Pradhan. (2009). *Retailing Management, Text and Cases* (3rded.). Tata McGraw-Hill Education.
3. Barry Berman., & Joel, R. Evans. (2005). *Retail Management: A strategic approach* (8th Ed.). Pearson Education. Singapore.
4. Gibson, G. Vedamani. (2010). *Retail Management Functional Principles and Practices* (2nded.). Jaico pub.
5. James, R. Ogden., and Denise, T. Ogden. (2005). *Integrated Retail Management (Indian Adaptation)*. Biztantra. New Delhi.
6. Michael Levy., & Barton, A. Weitz. (2008). *Retailing Management* (5thed.). Tata McGraw-Hill.

***Self-study topics**

26MBAR6 - RETAIL BUYING AND CATEGORY MANAGEMENT

Course Objectives

- To study the role of the retail buyer and merchandise manager as key agents in the effective functioning of the retail marketing system.
- To introduce the tools of merchandise pricing and control, buying practices, problems, and procedures in retail organizations large and small, to explore the elements of retail merchandising

Course Outcomes:

- Critically evaluate the importance of each step in the buying and merchandise planning process, including models and techniques used to optimise outcomes.
- Analyze recent trends and developments in the retail industry and category management.
- Discuss how retailers organise buying, planning and the construction of a product range.
- Evaluate the trade-offs retailers can make between metrics or key performance indicators to optimise the performance of their product range.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M		S		M		S		S	M
ii.	S	S	M	S	M		M	S	M	S
iii.		M		M		S	S	M	S	
iv.	M		S	S		S			S	

UNIT 1

Buying & Merchandising Philosophy And Objectives-Buyers and Merchandising's Role in the Retail Organization - Consumer Needs Assessment-Target Marketing through Consumer Segmentation and the Consumer Profile- Using and Interpreting Demographic & Lifestyle Data , Sales forecasting and assortment planning

UNIT 2

Category Management - Benefits to Retailers and Manufacturers- The Role of the Category and Proper Category- Definition - Demand & Variety Aspects of Assortment. Balancing push and pull factors in space allocation for categories: 8-steps in Category Management-Methods of category management-data classification- analysis

UNIT 3

Pricing And Profits – Different types of store pricing, Estimating Gross Margins-Pricing Fundamentals - Planning Price Lines -Pricing Adjustments -Merchandise Planning and Controls -Effective Promotional Design; Understanding ROI and Promotional Lift-The Plan-O-Gram and its importance

UNIT 4

Buying And Distribution of Merchandise- Supply Chain review - Physical Distribution of Merchandise - Vendor Relationships and Negotiations- Buying Practices and Terms-Buyer's Role in Planning Advertising, Special Events, and Visual Merchandising – Circular economy in Retail Sector.

UNIT 5

Evaluation - Evaluating Retailer Performance- Analyzing Data- Evaluating Supplier Performance- Consumer-Centric Category Management. Rewarding channel partners, concept of Vertical marketing system (VMS) as a form of collaborative management.

REFERENCES

1. Rosemary Varley. (2006). *Retail Product Management Buying and Merchandising*. Routledge Publications.
2. John Karolefski, & Nielsen, A.C. (2005). *Consumer-Centric Category Management: How to Increase Profits by Managing Categories based on Consumer Needs*. Wiley's publications
3. Chiplusker. (2011). *Product Category Management*. Tata McGraw- Hill.
4. Markus Stahlberg, Ville Maila. (2010). *Shopper Marketing: How to Increase Purchase Decisions at the Point of Sale*. Kogan Page Publications.

26MBAR7 - DIGITAL MARKETING

Course Objectives:

- Customer-centric digital marketing skills, including creating customer avatars, defining value propositions, and understanding the customer journey, enabling them to set marketing objectives and design effective campaigns.
- Competencies in crafting winning offers, perfecting content marketing, blogging for business, and leveraging essential tools for digital marketing success, from website development and email marketing to analytics and optimization.

Course Outcome:

- i. Competencies to create drivers for highly profitable digital value-proposition
- ii. Capability to analyse customer journey in the digital landscape.

	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	CO	1	2	3	4	5	6	7	8	9
i.	S		M	M	S		S	S	M	S
ii.	M	S	S	M		M	S			S

UNIT 1 – CUSTOMER JOURNEY

Creating a Customer Avatar - Getting Clear on the Value You Provide - Stages of the Customer Journey- Preparing Your Customer Journey Road Map - Establishing Marketing Objectives - Defining a Digital Marketing Campaign - Understanding the Types of Campaigns.

UNIT 2 – CRAFTING WINNING OFFERS

Offering Value in Advance - Designing an Ungated Offer - Designing a Gated Offer - Designing Deep-Discount Offers - Maximizing Profit.

UNIT 3 – PURSUING CONTENT MARKETING PERFECTION

Knowing the Dynamics of Content Marketing - Finding Your Path to Perfect Content Marketing - Executing Perfect Content Marketing - Distributing Content to Attract an Audience.

UNIT 4 – BLOGGING FOR BUSINESS

Establishing a Blog Publishing Process - Applying Blog Headline Formulas - Auditing a Blog Post - Building High-Converting Landing Pages - Capturing Traffic with Search Marketing - Following Up with Email Marketing.

UNIT 5 – TOOLS FOR DIGITAL MARKETING SUCCESS

Building a Website - Hosting a Website - Choosing Email Marketing Software - Considering Customer Relationship Management (CRM) - Adding a Payment Solution - Using Landing Page Software - Sourcing and Editing Images - Managing social media - Measuring Your Performance: Data and Analytics - Optimizing Your Marketing.

REFERENCES

1. Deiss, R., & Henneberry, R. (2021). *Digital marketing for dummies* (Updated ed.). John Wiley & Sons.
2. Bhatia, P. (2019). *Fundamentals of digital marketing* (2nd ed.). Pearson Education.
3. Dodson, I. (2016). *The art of digital marketing*. Wiley Publications.
4. Gupta, S. (2017). *Digital marketing*. McGraw-Hill Publications.
5. Bhatia, P. S. (2019). *Social media and mobile marketing*. Wiley Publications.
6. Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0: Moving from traditional to digital*. Wiley Publications.

***Self-study topics**

26MBAR8 – e-Retailing

Course Objectives

- This course looks at the integration of B2C e-commerce namely e-retail and its various aspects into established business.

Course Outcomes

- Understand e-retailing business models.
- Analyze online consumer behaviour.
- Evaluate digital marketing and marketplace operations.
- Apply e-commerce analytics and CRM tools.
- Understand cybersecurity and digital payment systems.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M		S		S		S		S	
ii.			M	M	S	M	S	M		S
iii.	S	S	S	S		M		M	M	M

UNIT 1

The World of E- tailing: Importance and advantages-Practice and trends in e-retailing-Tangible and intangible product categories- B2B, B2C, C2C, D2C Models- minimizing channel conflict.

UNIT 2

Branding on the Web: Nature of branding on the web-Role of interactivity and trust in building brand on the web-e- retail mix in branding-advertising and sales-promotion on the web.-The revenue models of compensation on the web-Affiliate marketing-banner marketing-search engine marketing-search engine optimization.

UNIT 3

Understanding and communicating with e-consumer: Consumer Behavior-Consumer Satisfaction from e-retailing-Social and Experimental aspects of e-shopping, consumer attitude towards buying on the web for retailing. Advantages and disadvantages of e-tailing over conventional retailing, SEO and SEM.

UNIT 4

E-store design: Purpose and scope of e-store design-Navigability-Interactivity-Design enhancement through web atmospherics.-creating special pages for data search, alternative selection and for actual purchase--creating security into e-tailing.-methods of ensuring payment and data security- Preventing phishing and impersonation on net.

UNIT 5

E-service: Facets of e- service-Classification of e-services-Evaluation of e-service performance E-retail service quality. Methods of assessing customer satisfaction – E Retail database and CRM, Hyper local delivery, same day delivery model.

Commented [D7]: Add extra topic – Hyper Local Delivery and Same Day Delivery Model

REFERENCES:

1. Charles, E. Dennis., TinoFenech., & Bill Merrilees. (2004). *E-Retailing*. Routledge Pub.
2. Bernadette Tiernan. (1999). *E-retailing*. Dearborn Financial Publishing.
3. David, D. Taylor.,&Alyse, D. Terhune. (2000). *Doing E-Business: Strategies for Thriving in an Electronic Marketplace* (1sted.). Wiley.

FUNCTIONAL ELECTIVES

MARKETING

26MBAM1 - PRODUCT AND BRAND MANAGEMENT

Course Objectives

- 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.

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
CO	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M	S	M	S		M	S	S	S	
ii.	M	S			M	S	S	M	M	S
iii.		M	S	M	S	M	M	S	S	
iv.		S		S			S		M	S
v.	M	S	M		S		M	M	S	
vi.	M	S		M		S	S	S	S	M

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 India ltd., Noida.
2. Kevin Lane Keller. (2008). *Best practice cases in Branding* (3rded.). Pearson Education, New Jersey.
3. Chunawalla, S. A. (2010). *Product management* (2nded.). Himalaya publishing house P Ltd., Mumbai.
4. Kotler Philip. (2009). *Marketing Management* (13thed.). Pearson Education Inc. USA.

26MBAM2 - CONSUMER BEHAVIOUR

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

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	S		S		M	S	M		M
ii.			M	M	M		S		S	
iii.	M	M	M	S		S	M	S		S
iv.			S		M		S		M	
v.	M	S		M		S		S	M	
vi.	S				S		S	S		M

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, Webster and 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 LasarKanuk. (2002). *Consumer Behaviour*. Pearson Education.
2. Shri Prakash. (2012). *Theory of Consumer behaviour* (1sted.). Vikas Publishing House P Ltd.
3. Paul Peteretal. (2005). *Consumer Behaviour and Marketing Strategy* (7thed.). Tata McGraw Hill Publishing Company Limited.
4. Frank R Kardes. (2004). *Consumer Behaviour and Managerial Decision Making* (2nded.). Prentice Hall International edition.
5. Henry Assael. (2012). *Consumer Behaviour: A strategic approach*. Wiley India Pvt Ltd.
6. Hed, Hoyer. (2012). *Consumer behavior*. Wiley & Sons.
7. Srabanti Mukherjee. (2012). *Consumer Behavior*. Cengage Learning.

***Self-study topics**

26MBAM3- CUSTOMER RELATIONSHIP MANAGEMENT

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

- To use strategic customer acquisition and retention techniques in CRM.
- To create insight and new learning in the area of customer relationship management.
- 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.

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	S	M	M	M	M	M		S	
ii.	M	S	M		M			S	M	S
iii.	S	M	S	S		M	S	M	S	M

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 centre 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, Alok Kumar. (2013). *Customer Relationship Management, Concepts and Cases*. Prentice Hall.
2. Peelan Ed., Beltman Rob. (2014). *Customer Relationship Management (2nded.)*. Pearson Education.
3. Makkar Urvashi., Makkar Harinder Kumar. (2012). *Customer Relationship Management*. Tata McGraw-Hill.

****Self-study topics***

26MBAM4 – INTEGRATED MARKETING COMMUNICATION

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

- 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.
- Able to decide on communication mix and media mix
- Able to arrive at appropriate message content and structure
- Ability to effectively use digital marketing communication platforms
- Decide on the right advertising agency

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
CO	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M	S	M	M		M		M	S	S
ii.	S	S	S	S		S	M		M	
iii.	S	M			S	M	S	M	S	S
iv.		M	M	S	M		M		M	M
v.		M	S		M			S	S	

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 (10thed.)*. McGraw Hill Education.
2. Don Schultz., Charles, H. Patti., & Philip, J. Kitchen. (2014). *The Evolution of Integrated Marketing Communications The Customer-driven Marketplace*. Routledge Publishers.
3. Larry Percy. (2014). *Strategic Integrated Marketing Communications (2nded.)*. Routledge Publishers.
4. Philip Kitchen., Patrick de Pelsmacker. (2014). *A Primer for Integrated Marketing Communications (1sted.)*. Routledge Publishers.

****Self-study topics***

26MBAM5–RURAL MARKETING

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

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

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
CO	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M		M	S	S	M	S		S	
ii.	M								S	S
iii.	S	S	M	M	M	M	S	M	S	M
iv.	S		M	S	S	S	S		M	
v.	M	S			M	M	S	S	S	S
vi.	M	M	M	S			S	S	S	S

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

****Self-study topics***

26MBAM6–SERVICES MARKETING

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

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

MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)										
CO	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	S	M		S		S		S	
ii.					M			S	S	M
iii.	S		S	S	S	M		S	S	
iv.	M	M	M	M		S	M		M	M
v.	S	M	M			S	M			
vi.	M	M	S	M	M	S	M	M	S	S
vii.	M				M	S		M	M	

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. Christopher, H. Lovelock., & Jochen Wirtz. (2011). *Services Marketing* (7thed.). Pearson Education.
2. Valarie Zeithaml et al. (2007). *Services Marketing* (5thed.). Tata McGraw Hill Publishing Company Limited.
3. Hoffman. (2008). *Marketing of Services* (1sted.). Cengage Learning.
4. Clow Kenneth, E., and Kurtz David L. (2004). *Services Marketing Operations: Management and Strategy* (2nded.). Biztantra Innovations in Management, John Willey & Sons.
5. Halen Woodroffe. (2003). *Services Marketing*. Mac Millan Publishers.

****Self-study topics***

FUNCTIONAL ELECTIVES

HUMAN RESOURCE

26MBAH1-LABOUR LEGISLATION AND INDUSTRIAL RELATION

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

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	M			S		M	S	S	S	
ii.		S	M	S	S		M	S	S	S
iii.		M				M	S	M		
iv.	S	S	M	M	M			S	M	S
v.	M		S	M		S	M	M	M	S
vi.					S	M		S		M

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* (9thed.). Universal Law Publishing Co.
3. Sivarethinamohan, R. (2010). *Industrial Relations & Labour Welfare – Text & Cases*. Prentice Hall of India.
4. Mamoria, C.B., & Satish Mamoria. (2007). *Dynamics of Industrial Relations*. Himalaya Publishing House.
5. Arun Monappa. (2005). *Industrial Relations* (2nded.). Tata McGraw Hill Book Company.
6. Venkatapathy, R., & Assissi Menachery. (2000). *Industrial Relations and Labour Legislation*. Aditya Publishers.
7. Srivastava. (2000). *Industrial Relations and Labour Laws* (4thed.). Vikas Publishing House P Ltd.
8. Tripathi, P.C., (2010). *Personnel Management and Industrial Relations*. S Chand & Sons.

***Self-study topics**

26MBAH2-HUMAN RESOURCE DEVELOPMENT

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

	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	CO	1	2	3	4	5	6	7	8	9
i.	S	M		S	M		S		M	
ii.	S		M			S		M	S	M
iii.	M	S		S		M				S
iv.	S		M		S		M	S		
v.	S	M		M	M	M	M	S	S	M

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 & retail 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* (2nded.). 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* (3rded.). South-Western College Publications.
5. Goel, S. L., &Gautham, P. N. (2005). *Human Resource Development*. Deep & Deep Publications.

***Self-study topics**

26MBAH3 - PERFORMANCE MANAGEMENT

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.

	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
	PO										
	CO	1	2	3	4	5	6	7	8	9	10
i.	S	M	S			M		M	S		S
ii.	M	S	M	M			S	S		M	M
iii.	S				S	S	M		S	M	

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., VenkataRatnam, C.S., & Gupta, N. K. (2008). *Performance Measurement and Management*. Excel Books P Ltd.
2. Herman, A. (2012). *Performance measurement* (3rded.). 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* (1sted.). Pearson Education.
6. Singh, B. D. (2010). *Performance Management System a holistic approach* (1sted.). Excel Books.

****Self-study topics***

26MBAH4 - TRAINING AND DEVELOPMENT

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S		M	M	M	S	M		M	
ii.	S	M	S	S			S	S		M
iii.	S	M			M	M			S	
iv.			S		S	M		S		M

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* (4thed.). 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* (3rded.). Excel Books.

***Self-study topics**

26MBAH5 - ORGANIZATION DEVELOPMENT

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

	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)										
	PO										
	CO	1	2	3	4	5	6	7	8	9	10
i.		S	S			M	S			S	S
ii.		S	M	S	S	S	M	S	M	M	
iii.	M			S					S		
iv.	S	M			S	M		M			S
v.	S					M	S	M	M	M	M

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* (4thed.). 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**

26MBAH6 – MANAGERIAL BEHAVIOUR AND EFFECTIVENESS

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

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S – Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.		M	M		S		S	M		M
ii.	S			M	S	M		S	S	S
iii.	S	M	M		S	M	M	M	M	M
iv.	S			S	S		M	M	S	M
v.	M	M			M	S				S
vi.	S		S	M	S		S	M		

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* (3rded.). Wiley Publication.
2. Omkar, R. M. (2008). *Personality Development and Career Management* (1sted.). 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

26MBAF1 -WORKING CAPITAL MANAGEMENT

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

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

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* (4thed.). 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***

26MBAF2 - BUSINESS ANALYSIS AND VALUATION

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
i	M	S	S		M		S	M	M	M
ii		S	S	M		S			M	M
iii	M	S	M	S	M	S	S	S	S	
iv	S	M	S	M	S		M		S	S
v		S	M			M		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* (5thed.). Cengage Learning.
2. Joshua Rosenbaum., and Joshua Pearl. (2013). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions* (2nded.). John Wiley & Sons.

****Self-study topics***

26MBAF3 - BANKING AND FINANCIAL SERVICES

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 effectively the various support services rendered by banks for developing and expanding business
- iii. Effective use of various forms of funds by banks as a source of capital

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i	S	S	M		M	S	S		S	M
ii	M	S	M	S	S	M	S	S	S	S
iii		S	S	S		M		M	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* (12thed.). 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* (2nded.). Vikas Publishing House P Ltd.
5. Verma, J. C. (1989). *A Manual of Merchant Banking* (1sted.). Bharath Publishing House.
6. Varshney, P. N & Mittal, D. K. (2015). *Indian Financial System*. S Chand & Sons.
7. Sasidharan. (2011). *Financial Services and System* (2nded.). Tata McGraw Hill Publisher Company Limited.
8. Website of SEBI

****Self-study topics***

26MBAF4 - EQUITY RESEARCH AND PORTFOLIO MANAGEMENT

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

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i	S	S	M			S				
ii	M	S	S	S	M		S		S	
iii	S	M	S	M		S	M		M	
iv			S		M	M	M	S	S	M
v	M	S		S	M			M		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* (8thed.). PHI Learning.
2. Prasannachandra. (2011). *Investment analysis and Portfolio Management*. Tata McGraw Hill Pub.
3. Reilly & Brown. (2011). *Investment Analysis and Portfolio Management* (9thed.). Cengage Learning.
4. Kevin, S. (2012). *Securities Analysis and Portfolio Management*. PHI Learning.
5. Bodi., Kane., Markus., & Mohanty. (2011). *Investments* (8thed.). 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**

26MBAF5 - INSURANCE AND RISK MANAGEMENT

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S - Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i	S	M	S		S			S	M	S
ii		S	S	M	M	M	M			
iii	M	S				S		M	S	M
iv		M	M	M			S			S

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

****Self-study topics***

26MBAF6 - DERIVATIVES MANAGEMENT

Course Objectives

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

Course Outcomes

- Able to use derivatives to hedge against systematic risks
- Able to manage risk internationally by adopting global risk management strategies
- 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
i		S	S	M		M	M		M	
ii	S	M	M	S	S	S	S	S	M	S
iii		S	M		M			S		S

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* (9thed.). 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* (2nded.). Cengage Learning.
4. Varma, & Jayanth, R. (2011). *Derivatives and Risk Management* (2nded.). 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**

GENERAL MANAGEMENT ELECTIVES

26MBAGM1 – TEXTILE BUSINESS ENVIRONMENT AND LAW

Course Objectives

- To familiarize the students with the Indian textile environment,
- To create awareness about Ministry of Textiles, its role and functions for development of Indian textile industry
- To provide information regarding laws/rules and regulations in textile industry.

Course Outcomes

- Understanding of textile business environment in India. Know how and awareness about the legal requirements to operate the textile business
- 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
i.	S	M			M	M		S	M	
ii.		S	S	M	S		S	M	S	S
iii.	M		M			S		S		M

UNIT 1

Overview of Indian textile industry- Importance and classification of the industry: Organized textile mill industry (Spinning & Composite Mills)-Decentralized handlooms and power looms sector-Man-made Fibre/Yarn industry-Woolen textiles industry-Decentralized garment manufacturing units-Silk sericulture – Handicrafts-Fabric production sector-wise-Textiles exports sector-wise.

UNIT 2

Brief introduction about Ministry of Textiles and its offices; ODC (Handicraft & Handloom), Office of Jute Commissioner, OTC, Role and function of various statutory bodies and public sector undertaking-Central Silk Board, National Centre for Jute Diversification, NTC Ltd, CCIL, JCIL, NHDC etc., Role of major councils working under Ministry-AEPC, HEPC, TEXPROCIL, PDEXCIL, SRTEPC etc., Functions of various research associations under Ministry.

UNIT 3

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors affecting decision making of the business firm. Economic and Technological Environment - Political and Social Environment - Concept and Meaning - Its Impact on Business.

UNIT 4

Business Law: Meaning, scope and need for Business Law- Source of Business Law-Indian Contract Act-Essentials of Valid Contract-Void Contract and Voidable Contract-Breach of Contract and remedies. 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

UNIT 5

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Mechanisms and Forums - Cybercrimes, IT Act 2000 and 2008, Cyber Laws, Right to Information Act, 2005*.

TEXT BOOKS

1. Padhi, P. K. (2013). *Legal aspects of business*. New Delhi: PHI Learning Pvt. Ltd.
2. Pathak, A. (2013). *Legal aspects of business* (5th ed.). New Delhi: McGraw Hill Education.

REFERENCE BOOKS

1. Kapoor, N. D. (2011). *Elements of mercantile laws*. New Delhi: S. Chand & Sons.

26MBAGM2 - ERP AND MIS IN TEXTILE INDUSTRY

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

CO	MAPPING OF COURSE OUTCOMES AND PROGRAMME OUTCOMES (S-Strong, M-Medium)									
	PO									
	1	2	3	4	5	6	7	8	9	10
i.	S	S	S	S	M	M			M	S
ii.			S	M		S	S	M	S	M
iii.	M	M	M				S	S	M	S

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* (1sted.). 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* (1sted.). Oxford University Press.
5. Paul Bocij., Andrew Greasley., Simon Hickie. (2014). *Business Information Systems, Technology, Development and Management for the E-Business* (5thed.). Pearson.

****Self-study topics***

26MBAGM3 – INTERNATIONAL BUSINESS MANAGEMENT

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

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