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 **UNIVERSITY OF MYSORE**

Estd. 1916

**Vishwavidyanilaya Karyasoudha
Crawford Hall, Mysuru- 570 005**

No.AC6/387/2015-16

Dated: 25th May 2016

NOTIFICATION

Sub: Modification of Syllabus of Master of Business Administration- Fashion Merchandising and Retail Management from the academic year 2016-17.

- Ref: 1. Decision of the Faculty of Commerce Meeting held on 19th February 2016.
2. Decision of the Academic Council Meeting held on 29th March 2016.

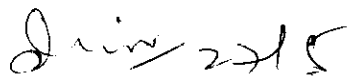
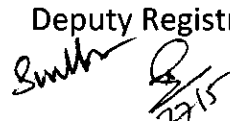
The Board of studies in Master of Business Administration-Fashion Merchandising and Retail Management has recommended some modifications in the syllabus of Master of Business Administration (Fashion Merchandising and Retail Management) from the academic year 2016-17.

The Faculty of Commerce and the Academic Council at their Meetings held on 19th February 2016 and 29th March 2016 respectively have also approved the above said proposal and it is hereby notified.

The revised syllabus copy of the Master of Business Administration-Fashion Merchandising and Retail Management is annexed.

The contents may be downloaded from the University Website
i.e., www.uni-mysore.ac.in

Draft Approved by the Registrar


Deputy Registrar (Academic)

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To:

- 1) The Dean, Faculty of Commerce, Post Graduate Centre, Hemagangotri, Hassan.
- 2) The Chairman, Department of Studies in Commerce, Manasagangotri, Mysuru.
- 3) The Chairman, Board of Studies in Business Administration, BIMS, MGM.
- 4) The Chairman, Department of Studies in Business Administration, BIMS, MGM.
- 5) The Chairman, Board of Studies in Commerce (PG), Department of Studies in Commerce, Manasagangotri, Mysore.
- 6) The Co-ordinator, Directorate of Out Reach and Online Programme, Parakalamath, MGM.
- 7) All the Principals of Affiliated Colleges running Post Graduate Programme.
- 8) The Co-ordinator, Directorate of Out Reach and Online Programme, Parakalamath, Manasagangotri, Mysore.
- 9) The Director, College Development Council, Maharaja College Centenary Building, University of Mysore, Mysuru.
- 10) The Deputy Registrar/Assistant Registrar/Superintendent, Administrative Branch, Academic Section, University of Mysore, Mysuru.
- 11) The Deputy Registrar/Assistant Registrar/Superintendent, Examination Branch, University of Mysore, Mysuru.
- 12) The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), UOM, Mysuru.
- 13) Office Copy.

Commerce Noti. - Ja



REGULATIONS FOR

MBA – Fashion Merchandising and

Retail Management

(Under specialized program)

1. Course title:

The program shall be called as **MBA in Fashion Merchandising and Retail Management**.

It is two years program consisting of four semesters; two semesters in each year. Candidate admitted to this course shall be governed by following rules and regulations

2. Eligibility, mode of selection

- a. A candidate who has passed any Bachelor's degree of three years duration, from a recognized University with overall 40% marks is eligible for admission to the first semester of the program.
- b. Eligibility is as per the norms of University of Mysore and Govt Karnataka.
- c. The candidates have to appear for multiple choice based entrance examination. The syllabus for entrance examination broadly covers subjects related to General Knowledge, Logical reasoning and Data interpretation, communication skills, mathematical ability, current affairs. In case candidates cleared MAT, KMAT, KCET, CAT, PG CET or any other entrance exams for management courses are exempted from appearing entrance exam.
- d. Selection of the candidates shall be for the course is based on the merit obtained after taking into consideration 50% of the total marks obtained from Entrance Test as well as Degree examination of all the three years.
- e. There shall be a total intake of 40 candidates.

3. Course content:

- a. The course of study for the MBA (FMRM) comprises subjects, internship project work and field work as prescribed. The academic calendar shall be as notified by the university from time to time. Pedagogy includes PowerPoint Presentation, lecturing, case studies, group discussion, seminar, computer practical, internship, factory visit etc

4. Medium of instruction: -English.

5. Attendance, progress and conduct

- a. Each semester shall be taken as a unit for the purpose of calculating attendance.
- b. The students shall attend practical and theory classes as prescribed by the University during each semester.

- c. Minimum attendance of 75% of actual working hours is required in each paper, a student who doesn't satisfied the requirement of attendance shall not be permitted to write the examination in concern subject
- d. If the conduct/behaviour of the student is not found to be satisfactory, action will be initiated as per the University regulations.
- e. A candidate can take a maximum of four years for completion as per double the duration norms of University of Mysore.

6. Formation of Board of Examiners

- a. Chairman Board of Studies shall form Board of Examiners members consisting of Principal Partnership Institution, Head of the Concerned Department, Subject Faculties and University Representatives. The duties of Board of Examiners include setting question papers, conducting the examinations, valuation of answer scripts and submitting the marks list to University for result announcement.
- b. **Question paper:** Three sets of question papers shall be submitted by the subject faculty one month in advance both in hard and soft copies.
- c. **Valuation:** Valuation will be conducted by respective subject experts selected by BOE.

7. Scheme of examination

- There shall be a University examination at the end of each semester.
- There shall be a term end examination of 3 hrs duration for each theory subject and 4 hrs duration for practical subject at the end of the semester except project VIVA VOCE
- Repeaters has to take exam during respective semesters
- **Question paper:** 3 sets for each subject shall be submitted by faculty handling respective subjects prior to one month of exam, both in hard and soft copy.
- **Valuation:** valuation will be done by respective subject experts selected by BOE
- Each subject is divided into internal assessment and end term exam with marks allotted as shown below

a) Total Marks -Theory papers	100 marks
i. External examination:	70 marks
ii. Continues Assessment	30 marks

(Continues Assessment Includes Test, Presentation, Assignments and Portfolios)

Continues Assessment (1st to 8th week) 15 marks

Continues Assessment (9th to 16th week) 15 marks

- Each student has to score minimum of 40% in each papers.

b) Total marks –Practical papers 100 marks

i. External examination: 70 marks

ii. Continues Assessment 30 marks

(Continues Assessment Includes Test, Presentation, Assignments and Portfolios)

Continues Assessment (1st to 8th week) 15 marks

Continues Assessment (9th to 16th week) 15 marks

- Each student has to score minimum of 40% in each papers.

c) Project work

- After the 3rd semesters 45 days including semester holidays each student shall under take project work and prepare project report (portfolio) strictly in accordance with the guidelines in their respective area under the supervision of a internal guide. The students are required to maintain a project work diary to be submitted for evaluation. the project report (portfolio) must be submitted before the commencement of fourth semester examination, failing which the student shall not be permitted to appear for the examination
- Project report (portfolio) completed during the semester will be evaluated, as follows
30 marks for Continues Assessment, 40 marks for project report (portfolio) by internal guide
VIVA VOCE for 30 marks will be conducted by internal and external examiner selected by BOE

8. Declaration of results:

- within 30 days of completion of examination declared result sheet will be submitted to university for approval
- If the students applies for revaluation it will be done after collecting nominal fees of Rs 500/- per paper
- If the students apply for challenge revaluation, the BOE appoints the subject expert to evaluate after collecting nominal fees of Rs 3000/- per paper.
- The results and grades of the MBA (FMRM) shall be declared as per the regulations of the Choice Based Credit System of University of Mysore.

9. Scheme of Academics

I SEMESTER

PAPER	TITLE OF THE PAPER	Credits			Credits	Marks						Total	
		L	T	P		CA		Theory exam		Practical exam		Max	Min
						Max	Min	Max	Min	Max	Min		
FMRM1.1	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	3	0	0	3	30		70	28			100	40
FMRM1.2	MANAGERIAL ECONOMICS	2	0	0	2	30		70	28			100	40
FMRM1.3	ACCOUNTING FOR MANAGERS	3	0	0	3	30		70	28			100	40
FMRM1.4	MARKETING MANAGEMENT	3	0	0	3	30		70	28			100	40
FMRM1.5	BUSINESS ENVIRONMENT AND CORPORATE GOVERNANCE	3	0	0	3	30		70	28			100	40
FMRM1.6	MANAGERIAL COMMUNICATION	3	0	0	3	30		70	28			100	40
FMRM1.7	INTRODUCTION TO FASHION INDUSTRY	3	0	0	3	30		70	28			100	40
	TOTAL				20							700	

II SEMESTER

PAPER	TITLE OF THE PAPER	Credits			Credits	Marks						Total	
		L	T	P		CA		Theory exam		Practical exam		Max	Min
						Ma x	Mi n	Ma x	Min	Ma x	Min		
FMRM2.1	HUMAN RESOURCE MANAGEMENT	3	0	0	3	30		70	28			100	40
FMRM2.2	FINANCIAL MANAGEMENT	2	0	0	2	30		70	28			100	40
FMRM2.3	BUSINESS RESEARCH METHODS	3	0	0	3	30		70	28			100	40
FMRM2.4	BUMASTICS	3	0	0	3	30		70	28			100	40
FMRM2.5	MANAGEMENT INFORMATION SYSTEM	3	0	0	3	30		70	28			100	40
FMRM2.6	STRATEGIC MANAGEMENT AND BUSINESS LAW	3	0	0	3	30		70	28			100	40
FMRM2.7	APPAREL PRODUCTION AND CONTROL	3	0	0	3	30		70	28			100	40
	TOTAL				20							700	

III SEMESTER

PAPER	TITLE OF THE PAPER	Credits			Credits	Marks						Total	
		L	T	P		CA		Theory exam		Practical exam		Max	Min
						Max	Min	Max	Min	Max	Min		
FMRM3.1	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3	30		70	28			100	40
FMRM3.2	OPERATION RESEARCH	3	0	0	3	30		70	28			100	40
FMRM3.3	CUSTOMER RELATIONSHIP MANAGEMENT	3	0	0	3	30		70	28			100	40
FMRM3.4	RETAIL MANAGEMENT IN FASHION INDUSTRY	3	0	0	3	30		70	28			100	40
FMRM3.5	FABRIC KNOWLEDGE AND GLOBAL SOURCING (Practical)	0	0	3	3	30				70	28	100	40
FMRM3.6	APPAREL EXPORT DOCUMENTATION	3	0	0	3	30		70	28			100	40
FMRM3.7	FASHION FORECASTING	2	0	0	2	30		70	28			100	40
	TOTAL				20							700	

IV SEMESTER

PAPER	TITLE OF THE PAPER	Credits			Credits	Marks						Total	
		T	P	L		CA		Theory exam		Practical exam		Max	Min
						Max	Min	Max	Min	Max	Min		
FMRM 4.1	TOTAL QUALITY MANAGEMENT	3	0	0	3	30		70	28			100	40
FMRM 4.2	SUPPLY CHAIN MANAGEMENT	3	0	0	3	30		70	28			100	40
FMRM 4.3	RETAIL ADVERTISING AND BRAND PROMOTION	3	0	0	3	30		70	28			100	40
FMRM4 .4	VISUAL MERCHANDISING	3	0	0	3	30		70	28			100	40
FMRM 4.5	APPAREL MERCHANDISING AND MANAGEMENT	3	0	0	3	30		70	28			100	40
FMRM 4.6	PROJECT REPORT	0	0	5	5	30		Project report (portfolio) completed during the semester will be evaluated, as follows 30 marks for Continues Assessment, 40 marks for project report (portfolio) by internal guide VIVA VOCE for 30 marks will be conducted by internal and external examiner selected by BOE, Minimum marks 28				100	40
	TOTAL				20							600	

I SEMESTER

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Paper code: FMRM1.1

OBJECTIVES

- To make students understand fundamental concepts and principles of management, Including the basic roles, skills, and functions of management
- To make students knowledgeable of historical development, theoretical aspects and Practice application of managerial process
- To understand the basic concepts and theories underlying individual behaviour besides Developing better insights into one's own self
- To make students aware of Individual behaviour in groups, dynamics of groups and team
- Building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

Module 1

Introduction:

Management: Introduction, definition of management, nature, purpose and Functions, levels and types of managers, managerial roles, skills for managers, evolution of Management thought, Fayol's fourteen principles of management and recent trends in Management. Review of a case study

Module 2:

Planning and Organizing:

Planning: Nature of planning, planning process, objectives, MBO, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions, techniques in decision making.

Organizing: Organization structure, formal and informal organizations, principles of organizations- chain of command, span of control, delegation, decentralization, and empowerment. Functional, divisional, geographical, customer based and matrix organizations, tram based structures, virtual organizations, boundary less organizations. Review of a case study

Module 3:

Controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness. Review of a case study

Module 4:

Introduction: Organizational Behaviour: Introduction, definition, historical development, Fundamental principles of OB, contributing disciplines, challenges and opportunities. Review of a case study

Module 5:

Foundations of Individual Behaviour: Individual behaviour: Foundations of individual behaviour. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.

Attitude: Formation, components of attitudes, relation between attitude and behaviour.

Perception: Process of perception, factors influencing perception, link between perception and individual decision making.

Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self-management, social awareness, relationship management.

Module 6:

Motivation and Leadership:

Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

Module 7:

Group Behaviour: Definition, types, formation of groups, building effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution.

Recommended books

- Essentials of Management-Koontz, 8/e, McGraw Hill
- Management: Text and Cases-VSP Rao, Excel BOOKS
- MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cengage Publications, 2010
- Principles and practices of Management, Kiran Nerkar, Vilas Chopde, Dreamtech Press, 2011
- Management Theory & practice – Chandan J. S, Vikas Publishing House.
- Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publication.
- Stephen P Robbins, Timothy A. Judge, *Organizational behaviour*, , Neharika Vohra, 14th Edition, Pearson, 2012.
- Michael Butler, *Introduction to Organisational Behaviour*, Jaico Publishing House,
- Ashwathappa, *Organization Behaviour*, Himalaya Publication House
- Khanelwal, *ORGB - Nelson, Quick*, 2/e, Cengage Learning, 2012.
- Anada Das Gupta, *Organizational Behaviour* -, Biztantra, 2011.
- Arun Kumar and Meenakshi, *Organizational Behaviour: A modern approach*, VikasPublishing House, 2011.
- Rao V. S. P, *Organizational Behaviour* –Excel BOOKS, 2009.

MANAGERIAL ECONOMICS

Paper code: FMRM 1.2

Objectives:

- To make students equipped with the managerial skill sets to give solutions to the real world business problems

Module – I Nature, Scope and fundamental Analysis of Managerial Economics

Nature and scope of managerial economics; Managerial Economist-Role and Responsibilities

Basic Economic tools in Managerial Economics –opportunity cost principle-incremental principle-principle of time perspective –discounting principle –equi-marginal principle; Objectives of firm - Alternative objectives of business firms

Module – II Demand and Elasticity Analysis

Demand –Demand Estimation; Various types of elasticity of Demand; elasticity estimation and its business application; Demand forecasting; methods of forecasting; purposes of forecasting; criteria of a good forecasting; Economic forecasting -methods of economic forecasting

Module – III Cost Analysis

Cost Analysis-Cost concepts and classifications; Cost control and Cost Reduction-tools of cost control; Areas of cost control; factors hampering cost control; approaches to cost reduction.

Module – IV Production Function

Production Functions –Production function with one variable output; production function with two variable inputs; optimal input combinations; managerial use of production functions

Module – V Market Structures

Different market structures; Monopoly; monopolistic; oligopoly; duopoly; price determination
Collusive behaviour of firms, cartel behaviour, Game theory and strategic behaviour

Module – VI Pricing Policies

Pricing Policies – Objectives of Pricing Policies; Role of cost in pricing; Demand elasticity and Price Policy; Consumer Psychology and Pricing; price as quality indicator; Fundamentals which affect Price

Decisions; General pricing strategies-cost plus pricing, Marginal cost Pricing, going rate pricing, customary pricing, sealed bid pricing; Special pricing techniques limit pricing; Peak load pricing and transfer pricing; Price forecasting

Block – VII Profit and Break Even Analysis

Profit planning- Break-Even-Analysis; Managerial uses of Break-Even Analysis-Policy guidelines from breakeven analysis; Profit forecasting-Spot projection; BEA; Environmental Analysis; Business Cycle and Business Policies; Operative aspects of macroeconomic policies

Recommended books

- D.M. Mithani (2015) “Managerial Economics: Theory & Application” Himalaya publications 2015, Seventh Edition
- D.M. (2010), “Managerial Economics (with Cases)” (2010), Himalaya publications 2010, Second Edition.
- Shankaran, (2006) Managerial Economics, Margam Publications, Chennai, 2006.
- H.L. Ahuja (2015), Macro Economics- Theory & policy, S. Chand Publishing
- Mote, Paul Gupta (2006), Managerial Economics, Tata McGraw Hill, 2006
- D.N. Dwivedi , Managerial Economics, Vikas Publications, New Delhi-2007.
- Varshney and Maheshwari (2006) Managerial Economics, S.Chand & Sons, New Delhi, 2006.
- Howard Davies, Pun-Lee Lam, (2001), “Managerial Economics-An Analysis of Business Issues” 3rd Edition, Pearson Publication,May 2001
- Sytse Douma, Hein Schreuder, (2012) Economic Approaches to Organisations, 5th Edition, Pearson Publication, 2012 Nov.
- Dominick Salvatore & Ravikesh Srivastava (2012), “Managerial Economics: Principles and Worldwide Applications”, Oxford publication 10 Feb 2012

ACCOUNTING FOR MANAGERS

Paper code: FMRM1.3

Objectives

- To explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary
- To explain and use the accounting equation in basic financial analysis and explain how the equation is related to the financial statements
- To prepare basic entries for business transactions and present the data in an accurate and meaningful manner
- To prepare basic financial statements and explain the articulation between the basic Statements
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.

Module 1: Introduction to Accounting

Meaning of Accounting, Need and Types of accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equation (problems on accounting equation).

Module 2: Preparation of books of Accounts

Journals, , ledgers and trial balance.

Module 3: Subsidiary Books & Cash Book

Subsidiary book, cash book- two column and three columns and petty cash book

Module 4: Valuation

Valuation of Fixed assets, depreciation accounting, valuation of inventories (as per respective accounting standards issued by Accounting Standard Board of Institute of Chartered Accountants of India)

Module 5: Preparation of Financial Statements

Preparation of final accounts of sole traders; Preparation of final accounts / statement of companies- both horizontal & vertical form of financial statements. (Basic problems on Final accounts of companies)

Module 6: Analysis of Financial Statements

Comparative, common size and trend analysis, Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow and fund flow Statement (only indirect method)

Module 7: Introduction to Cost Accounting

Introduction to cost Accounting- concepts and classification, Different types of cost, Preparation of cost statement (cost Sheet)

Recommended books

- Narayanaswamy R *Financial Accounting: A Managerial Perspective.*, 5th edition, PHI, 2014
- Maheswari S. N, Maheswari Sharad K. Maheswari *A Text book of Accounting For Management*, 2nd edition, Vikas Publishing house (P) Ltd. 2013
- Tulsian P. C *Financial Accounting*, 1st edition, Pearson Education 2002.
- Ambrish Gupta *Financial Accounting for Management: An Analytical Perspective*, 4th edition, Pearson Education 2009
- Raman B. S, *Financial Accounting Vol I & Vol II –*, 1st Edition, United Publishers, 2009.
- Bhattacharya *Essentials of Financial Accounting* (Based on IFRS), 3rd edition, Prentice Hall India 2012
- Nitin Balwani *Accounting and Finance* Excel Books 2001.
- Dr. Jawaharlal, *Accounting for Management*, HPH 2011.
- Khan and Jain, *Management Accounting*, 5th Edition TMH 2010.
- Louderback and Holmen, *Managerial Accounting*, Cengage learning 2002.

MARKETING MANAGEMENT

Paper code: FMRM1.4

Objectives

- To give introduction, basic concepts, and techniques of marketing management
- To know the different behaviour of consumers
- To generate consciousness of marketing mix origins
- To analyse and solve marketing problems with changing business environment.

Module -I Introduction

Marketing Definition, nature, scope and importance of marketing, Approaches to the study of marketing and economic development, traditional and modern concept of marketing. Functions of marketing.

Module-II Management concept

Marketing and Marketing Management, Marketing Process Marketing mix - Marketing environment.- Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

Module-III New product Idea

Market Segmentation, Targeting, Positioning Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, concept of a Product - Product Decisions - Product mix decisions – Brand, Brand Decision - New Product Development – Sources of New Product .idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle.

Module-IV Pricing

Pricing - Price Decisions - Pricing objectives - Pricing policies and constraints- Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

Module -V Marketing Channels

Nature of Marketing Channels, Channel Decision and Types of Channel flows - Channel functions - Functions of Distribution Channel– Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

Module– VI Promotion

Promotion Decision - Promotion mix -Advertising and Sales Promotion, Advertising objectives, Advertising Decision, – Developing Advertising Programme – Role of Media in Advertising – Advertisement effectiveness - - Sales force Decision.

Module – VII Marketing Trends

Recent Trends in marketing E-business, Tele-marketing, M-Business, Relationship Marketing, Retailing, Concept Marketing and Virtual Marketing.

Recommended books

- Marketing Management: A South Asian Perspective – Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012
- Marketing Management, Ramaswamy V. S. & Namakumari S, 4/e, TMH, 2014
- Fundamentals of Marketing Management, Etzel M.J BJ Walker & William J. Stanton, 14/e, TMH, 2012
- Marketing Management Concepts & Cases, S.A.Sherlekar, HPH
- Marketing Management, Tapan Panda, 2/e, Excel Publication
- Marketing Management: An Applied Approach, Noel Capon & Siddharth Shekhar Singh, Wiley, 2014
- Marketing Management, Arun Kumar & Meenakshi N, 2/e, Vikas, 2012
- Applied Case Studies in Marketing – Shajahan S, Primus BOOKS, 2011.
- Marketing Management – Karunakaran, HPH.
- Marketing in India: Text and Cases- Neelamegham S, 4/e, Vikas.
- Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.
- Marketing: Marketing in the 21st Century - Evans & Berman, 2/e, Cengage Learning, 2005.

BUSINESS ENVIRONMENT AND CORPORATE GOVERNANCE

Paper code: FMRM 1.5

OBJECTIVE:

- The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environmental factors influencing Indian business organizations.

Module 1:- Overview of business

Introduction: Concept, Nature and Scope of Business; Micro & Macro Indicators: forms of business enterprise Concept of business as a system; Business and Environment Interface; Business objectives; Business Ethics and Values; Code of Conduct and Corporate Governance.

Module 2:- Micro & macro environment

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment. Political and Legal Environment: overview, Philosophies, Political System. Economic Environment: overview, Nature of Indian Economy, Changes in recent times. Socio – Cultural Environment: Socio Cultural factors affecting the Business.

Module 3:- Private & public partnership

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Disinvestments in Indian public sector Units since 1991. Industry Analysis: Textiles, Electronics, Construction Automobile, FMCG, Telecom, Pharma Sectors.

Module 4:- Monetary policies

Indian Financial System : Monetary And Fiscal Policy, Economic Trends, Price Policy, Stock Exchange Of India, Role of regulatory institutions in Indian financial system – RBI and SEBI, National Income, Role of Industry in Economic Development, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation/Stagflation.

Module 5:- Global environment

Global environment: Meaning and levels of globalization, factors influencing globalization, Liberalisation/ Privatization and Disinvestments, Special Economic Zone (SEZ), concept of MNCs and TNCs, recent growth trends in major industrial segments.

Module 6:- Corporate governance

Introduction, Definition, A historical perspective of corporate governance, Issues in corporate governance, need and importance of corporate governance, benefits of good corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases.

Module 7:- Corporate social responsibility

Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective, Indian examples.

Recommended books

- Misra S. K & Puri V. K. - *Economic Environment of Business* –, 6/e, Himalaya publishing house, 2010.
- Justin Paul. - *Business Environment: Text and Cases* - 3/e, McGraw Hill, 2011.
- Fernando A. C. - *Corporate Governance: principles, policies and practices* –2/e, Pearson, 2011.
- Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
- Suresh Bedi: Business Environment, Excel, New Delhi.
- Balachandran V, & Chandrashekharan V. - Corporate Governance, Ethics and social responsibility - 2/e, PHI, 2011.
- Badi N. V- Corporate Governance –Vrinda Publications, 2012.

MANAGERIAL COMMUNICATION

Paper code: FMRM 1.6

Objectives

- This course provides essentials skills required to do effective business communication

Module 1: Introduction

Attributes of communication: Essentials of good communication. Process of communication; Receiver, sender, encoding, decoding, response; Barriers to communication: physical barriers, language (semantic barriers) socio-psychological barriers, cross cultural barriers methods to overcome the barriers.

Module 2: Objective and types of communication

Information, order, education and training, motivation, counselling, warning, request, complaint; horizontal, vertical, upward, downward communication; Channels of communication: formal and informal communication; advantages and disadvantages; Grapevine communication: introduction, advantages and disadvantages.

Module 3: Media and mode of communication

Media and Modes of communication: telephone, mobile phones, internet, print media, electronic communication, video conferencing, films, television, fax; methods of communication: verbal – oral and written; non verbal communication, body language, gesture, handshakes, posture, eye contact; graphics; Forms of communication one to one communication, group communication, types of group communication; problems of group communication.

Module 4: Marketing

Meeting: types of meetings: advantages and disadvantages of meetings; conduct of meeting, writing notice , agenda and minutes; Listening, importance of listening, steps in listening, blocks to effective listening, improving listening skills.

Module 5: Writing communication

Written Communication: Tactful use of language, handling negative-ness; active and passive voice; techniques of emphasis; Business letters, layout of business letters; parts of a letter, style of layout, Types of business letters, personnel letters, enquiries and replies, orders and replies, complaints and claims, sales letters; Job applications, writing covering letter, writing resumes, letters to applicants.

Module 6: Summarization and Report writing

Uses of summarizing skills, Negotiation skills: Nature and need for negotiation, Factors affecting negotiation, negotiation strategies; Report writing: types of reports, structure of a report, parts, parts of a report; Presentations: layout of a presentation, advantages and disadvantages.

Module 7: Public relations and job interview

Public relations, objectives of public relations; internal public relations, external public relations; use of mass media in public relations; Interviews, purpose of interviews, types of interviews, candidate's preparation for the interview, role of the interviewer.

Recommended books

- Chaturvedi P. D, & Mukesh Chaturvedi, *Business communication: concepts, cases and applications* –,2/e, Pearson Education,2011
- Mary Ellen Guffey, *Business communication: process and product* –, 3/e, Cengage Learning, 2002.
- Communication – Rayudu C. S, HPH.
- Lesikar, Flatley, *Business communication*, Rentz & Pande, 11/e, TMH, 2010
- Penrose, Rasberry, Myers, *Advanced Business Communication*, 5/e, Cengage Learning, 2004.
- Lehman, DuFrene, Sinha *BCom* , Cengage Learning, 2/e, 2012
- Madhukar R. K, *Business communication*, 2/e, Vikas Publishing House.
- Ashraf Rizvi M, *Effective technical communication*, TMH, 2005.
- Sehgal M. K & Khetrpal V, *Business communication*, Excel BOOKS.
- Krizan, Merrier, Jones *Business communication*, 8/e, Cengage Learning, 2012.
- Raj Kumar, *Basic business communication*, Excel BOOKS, 2010.

INTRODUCTION TO THE FASHION INDUSTRY

Paper Code – 1.7

Objectives:

- To introduce students to Fashion, Textile and Retail Industry.
- To acquaint students with Fashion Management education to empower them to be well equipped professionals.

Module 1: Nature of Fashion Industry

Concept of fashion: Importance of Fashion: The Fashion process; The special language of Fashion: Components of Fashion: Fashion and the Individual; Origins and Channels of Fashion change: Fashion as a reflection in social and cultural context: The concepts, diffusion and characteristics of Fashion Innovation: Influential leaders of Diffusion

Module 2: Introduction to Fashion

Fashion terminology; Fashion life cycles and seasons: Analysis of Fashion life cycles: Fashion theories and its importance: Role of Fashion designers: Career opportunities; Current trends in Fashion: Elements and fundamental principles of design; analyse the impact of color on Fashion: Color theories

Module 3: Basics in Textiles

Definition of Fibre, Yarn and Fabric: Differentiate between natural and manufactured fibres; Major classifications of fibre, yarn and fabric; Major dyeing and printing methods: Difference between dyeing and printing; Elementary weaves and knits: Importance of textiles in the apparel industry

Module 4: Fashion Development

Fashion dictatorship: Growth of couture: Effects of Industrial revolution, Great Depression, World War I and II on Fashion; 19th century Fashion: Retailing in 19th century; Mass production: Invention of sewing machine

Module 5: Fashion Communication

Fashion as a symbol: The language of Fashion symbols: The individual decision making process;
Fashion as verbal and visual communication: Sources of information: Psychological approaches to
Fashion adoption; Applications of Fashion symbolism

Module 6: Visual Merchandising

Store planning and design; Elements of visual merchandising; Windows and interiors

Module 7: Introduction to Fashion Retailing

Definition and importance of Fashion Retailing; Types of Retailers and Ownerships: Types of Retail
stores and location: Discount retailing; Elements of Retail mix; Retail marketing strategies

Recommended books

- Stephens, Gini “ *Fashion - From concept to customer*” Prentice Hall career and technology, 1994
- Sproles, George B. and Burns, Leslie D. “ *Changing Appearances – Understanding Dress in Contemporary Society*” Fairchild Publications, 1994
- Collier, Billie J. and Tortora, Phyllis G. “ *Understanding Textiles – 6th Edition*” Prentice Hall,2011
- Pradhan, Swapna “ *Retailing Management – Text and Cases*” McGraw Hill Education, 2012
- Murphy, W.S. “*Textile Weaving and Design*” Abhishek Publications, 2000
- Dickerson, Kitty “ *Inside the Fashion Business*” Pearson Education,2003
- Crosgrave, Bronwyn “ *Costume and Fashion- A Complete History*” Octopus Publishing, 2000
- Burns, Leslie D. and Bryant, Nancy O. “ *The Business of Fashion*” Fairchild Publications, 2002

II SEMESTER

HUMAN RESOURCE MANAGEMENT

Paper code: FMRM 2.1

OBJECTIVES

- To prepare the students to understand the changing environment and its implication for managing the Human Resources to achieve the competitive advantage and corporate excellence.
- To make the students to understand the linkages between corporate vision mission strategies policies and human resources management.
- To help the students to understand the intricacies of Human Resources management and acquire skills in effectively managing human resources in whatever functional areas of management they would be engaged

Module 1: Human Resource Management

Introduction, meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM. Major functions of HRM, Principles of HRM, Organization of Personnel department, Role of HR, Manager. HRM's evolving role in the 21st century.

Module 2: Job Analysis & Human Resource Planning

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.

Module 3: Recruitment, Selection & Placement

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to Recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Module 4: Training & Development, Performance Appraisal

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning. Meaning of HRD, Importance of HRD, Difference between HRM & HRD.

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System

Module 5: International HRM

Introduction: The Enduring Context of IHRM; IHRM: Sustaining the International Business Operations; Recruitment and Selection process in International scenario, Training and Development of in multi cultural scenario; Repatriation and Knowledge Management;

Module 6: Organization Change

Organization Change: The need and importance of change, Forces of Change, Types of Change, characteristics of effective change programs, Models of Change, Resistance to change, How to Overcome resistance to change.

Module 7: Industrial relations

Industrial relations: Meaning, importance, Dunlop model of IR, Approaches to IR

Trade unions and trade unionism: Theories of trade unions, trade union law, trade unionism in India, issues and problems, employees associations, managerial unionism.

Introduction to labour Laws: Factories act 1948, workmen compensation 1923, ESI act 1948, Provident fund act 1952, Bonus act, 1965, Gratuity Act of 1972

Recommended books

- VSP Rao, *Human resource management*, EB
- Wayne F Cascio, *Managing human resources*, TMH
- Fisher, Schoenfeldt and James Shaw, *Human resource management*, Biztantra
- Raymond, John, Barry and Patrick, *Human resources management*, TMH
- Robert Mathis and John Jackson, *Human resource management*, Thomson
- Gary Dessler, *Human resource management*, Pearson
- Jyothi and Venkatesh, *Human resource management*, Oxford
- Angelo DeNisi and Ricky Griffin, *Human resource management*, Biztantra
- Wayne Mondy and Robert Noe, *Human resource management*, Pearson

FINANCIAL MANAGEMENT

Paper code: FMRM 2.2

Objectives:

- To explain the basic functions and responsibilities of a financial department in a business/ firm;
- To elaborate the key decision areas in financial management-investment, financing, dividend and working capital management
- To explain the various techniques of evaluation of investment proposals
- To discuss the various factors to be considered in designing the target capital structure.

Module 1: Financial management

Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas.

Indian financial system – Primary market, Secondary market – stocks & commodities market, Money market, Forex markets. (Theory Only)

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory only)

Module 2: Time value of money

Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

Module 3: Cost of Capital

Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital(WACC) and Marginal cost of capital.

Module 4: Investment decisions

Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for new project, replacement projects.

Module 5: Working capital management

Factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)

Module 6: Capital structure and dividend decisions

Planning the capital structure. Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy – Factors affecting the dividend policy -dividend policies- stable dividend, stable payout.

Module 7: Emerging Issues in Financial management

Derivatives, Mergers and Acquisitions, Behavioural Finance, Financial Modelling, Financial engineering, risk management. (Theory Only)

Recommended books

- Prasanna Chandra , *Financial management* -, 8/e, TMH, 2011.
- R K Sharma and Shashi K Gupta, *Financial management*, Kalyani Publications -2012
- Khan M. Y.& Jain P. K *Financial management*, 6/e, TMH, 2011.
- Rajiv Srivastava and Anil Misra, *Financial management*, Second edition, Oxford University Press,2011
- Vanhorne, James C, *Financial management & policy*-. , 12/e, Pearson, 2002
- M Pandey, *Financial management*, Vikas Publications -2013
- Brigham & Houston, *Fundamentals of financial management*, 10/e, Cengage Learning
- Damodaran, *Corporate finance*, , 2/e, Wiley India (P) Ltd., 2000
- Paresh P., Shah, *Financial management*, 2/e, Biztantra.
- Sheeba Kapil, *Fundamentals of financial management*, Pearson, 2013

BUSINESS RESEARCH METHODS

Paper code: FMRM 2.3

Course Objective

- The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s) / paper (s).

Module 1 Business Research

Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, develop the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Module 2 Types of Business Research Design

Exploratory and Conclusive Research Design Exploratory Research: Meaning, purpose, methods – secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. Descriptive Research - Meaning, Types

Experimental research design – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Observation Research – Meaning – Uses – Participation and Non-participation – Evaluation – Conducting an Observation study – Data collection

Module 3: Sampling

Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling– convenience sampling- judgemental sampling, snowball sampling- quota sampling – Errors in sampling.

Module 4: Data Collection

Primary and Secondary data

Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection. Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages
Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Multi-Dimensional Scaling.

Module 5: Preparing the Data for Analysis

Editing, Coding, Classification, Tabulation, Validation
Analysis and Interpretation

Module 6: Hypothesis

Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, (Theory Only)
Statistical Analysis: Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only)

Module 7: Report writing and presentation of results

Importance of report writing, types of research report, report structure, guidelines for effective documentation. Identify the problem and collect relevant literatures and data for analysis. Data Interpretation and report writing: Short and Long reports. Report presentation methods, ex: Power Point Presentation, etc

Recommended books

- C R Kothari, Vishwa Prakashan ,*Research methodology*,2002
- Donald R. Cooper & Pamela s Schindler *Business research methods.*, TMH/9e/2007
- SL Gupta and Hetesh Gupta, *Business research methods*, McGraw hill – 2012
- Naresh K Malhotrs, *Marketing research*, Pearson Education /PHI/5e/2007
- J K Sachdeva, *Business research methodology*, HPH-2e-2011
- William M C Trochi, *Research methods*, Biztantra, 2/e, 2007
- O R Krishnaswami, M Ranganatham *Methodology of research in social sciences*,HPH, 2007
- Deepak Chawla and Neena Sondhi, *Research methodology – concepts and cases*, Vikas Publication – 2011
- C Murthy, *Research methodology*, Vrinda Publication - 2011

BUMASTICS

Paper code: FMRM 2.4

OBJECTIVE

- To introduce analytics as a tool for business decision making
- To learn multivariate statistical methods to explain or predict the measured values
- To familiarize the use of project management evaluation techniques
- To orient the students with research tools

Module 1:- Mathematical basis for managerial decision making,

Matrices, Functions linear, quadratic exponential applications, Differentiation, Maxima & Minima
Emphasis on cost and revenue functions, Fundamentals of integration, Ratio and Proportion.

Module 2

Statistics and scope,

Application of Statistics in Managerial Decisions making, Definition of Statistics, Descriptive
Statistics: Measures of central tendency - Problems

Module 3:- Measures of dispersion

Karl Pearson correlation, Spearman's Rank correlation, simple and multiple regressions (problems on
simple regression only)

Module 4:- Probability Distribution:

Concept and definition - Rules of probability – Random variables – Concept of probability distribution
– Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem
(No derivation) (Problems only on Binomial, Poisson and Normal)

Module 5:- Time Series Analysis & Index Numbers:

Introduction and Objectives of Time Series-Variations in Time Series-Methods of Estimating Trend-
Laspeyre's, Paasche's, Fisher's and CPI

Module 6 :-Sampling,

Sampling distributions, Introduction to central limit theorem Estimation, confidence interval,

Module 7:- Hypothesis testing

Basic concept, Hypotheses testing for mean and proportions for small and large samples, ANOVA ONE WAY AND TWO WAY, NON parametric tests, Chi square, sign test, run test, median test rank sum test

Recommended books

- J.K.Sharma, *Business statistics*, Pearson Education, Second edition 2008.
- S. C. Gupta, *Fundamentals of statistics*, Himalaya Publishing House, 6/e, 2004
- James R. Evans, *Business analytics – methods, models and decisions*, Prentice Hall, 1st edition, 2013, ISBN – 978-0-13-295061-9
- Purba Halady Rao, *Business analytics – an application focus*, PHI Learning, 2013, ISBN 978-Statistics , Levin and Rubin, Perason, 7e
- S. P. Gupta, *Statistical Methods*, Sultan Chand & Sons, 2002
- Aczel and Sounderpandian, *Complete Business Statistics*, 6/e, Tata-McGraw Hill, 2006
- Anderson, Sweeney, William, *Statistics for Business and Economics*, Thomson James Lattin, Douglas Carroll and Paul Green,

MANAGEMENT INFORMATION SYSTEM

Paper code: FMRM 2.5

Objectives:

- The primary objective of this course is to familiarize the student with basic concepts of information technology, introduce the student to business processes and latest business applications and enhance decision making capabilities through information systems.

Module 1 Introduction to Information Systems

Organization and information systems, Applications in Business, Business processes and its importance in MIS. Managers & Activities- Roles and activities, Decision making in Information system, Decision structure; Data Information systems & Strategic implications; Data and Information, System approaches, Organizational sub-systems, support system.

Module 2 Computer Fundamentals

Basic concepts of computer, Development of computer systems, Input/output devices, Generations of computer, Types of computer. Computer storage and memory- RAM/ ROM, Secondary storage devices, Hardware and software, Types of software. Computer Networks- Types of Networks- LAN, WAN, MAN, Internet and intranet, connecting to Internet, Internet Applications, Search Engines, and Network Topology. Disk operating system- DOS, Structure of DOS, BIOS, Functions of operating systems, Types of OS.

Module 3 Information system categories

Transaction processing systems (TPS): Processing types, Batch processing, Real time processing; MIS and Office Automation systems; Traditional and automated systems, Office information system integration, Collaborative systems and office management; Decision Support systems- Characteristics, Communication and data driven DSS. Expert system and executive information systems- Building blocks of expert system, EIS and its business applications.

Module 4 System Development life cycle

SDLC stages, Processes.

SDLC Models: Water fall model, Iterative model, spiral model, V-Model, Agile and RAD model. Decision table and structure diagram- Balanced decision tables, structure chart and flow chart Database- categories of database, RDBMS, database options and features, database administration.

Module 5 Electronic Business

E-commerce, e-commerce at various verticals, e-commerce in India. Electronic Commerce models, Business to consumer and consumer to business model, growth and challenges; Value Chain in electronic commerce, cycle of electronic commerce, e-commerce and business processes, online shopping and virtual community. Electronic commerce in fashion and apparel industry- an over view.

Module 6 Enterprise Resource planning

Evolution-MRP-I & MRP-II, ERP-I & ERP-II. Supply chain management systems, Logistics and inventory management systems, Information in supply chain management; Customer Relationship Management systems and Knowledge management systems- Design and implementation. ERP implementation process and challenges.

Module 7 Computer Security and ethics

Information security: Security challenges and threats, Hacking, cyber theft, software piracy, Piracy of intellectual property; Computer Security management, Virus, worms, spyware, anti-virus and firewall; Internal and external threats in an organization; Cyber terrorism.

Recommended books

- Kenneth J Laudon, Jane P. “*Management information systems*”, Laudon, Pearson/PHI,10/e, 2007
- W. S. Jawadekar, *Management information systems* “,Tata McGraw Hill Edition, 3/e, 2004
- James A. O’ Brien “Introduction to information system”, Tata McGraw Hill, 12th Edition.
- S.Sadagopan, “*Management information systems*”, PHI, 1/e, 2005
- Effy Oz, Thomson “*Management information systems*”, Course Technology, 3/e, 2003
- ”, Lynda M AppleGate, Robert D Austin, *Corporate information strategy and management*, Tata McGraw Hill, 7th Edition.

STRATEGIC MANAGEMENT AND BUSINESS LAW

Paper code: FMRM2.6

Objectives:

- To explain, core concepts in strategic management to provide examples of their relevance and use by actual companies
- To focus on what every student needs to know about formulating, implementing and executing business strategies in today's market environments
- To equip students to have the glimpses of various business legislations in the global environment and to make students understand legislations and enabling them to assert their rights emerging out business at the same time knowing the compliance of legal requirements of business transactions.

Module 1: Meaning and Nature of Strategic Management

Hrs 8

Its importance and relevance. Characteristics of Strategic Management. The Strategic Management Process. Relationship between a Company's Strategy and its Business Model.

Module 2: Strategy Formulation

Developing Strategic Vision and Mission for a Company – Setting Objectives – Strategic Objectives and Financial Objectives – Balanced Scorecard. Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

Module 3: Analyzing a Company's External Environment

The Strategically relevant components of a Company's External Environment – Industry Analysis – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – concept and implementation.

Module 4: Analyzing a company's resources and competitive position

Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships – Mergers and Acquisition Strategies – Outsourcing Strategies – International Business level Strategies.

Module 5: Introduction to business law in India

Growth and Sources of Business Laws-Scope of Business Law- Essential elements of the legal system- Law and the legal system; Sources of law; The law of obligations; The Indian Contract Act, 1872-The Indian Sale of Goods Act 1930-The Partnership Act 1932-The Negotiable Instruments Act, 1881-The Industries (Development & Regulation) Act 1951-The Companies Act-1956-The MRTP Act-1969-The Prevention of Food Adulteration Act-1954-The standards of Weights and Measures Act 1958-The Packaged Commodities Rules-1975-The Consumer Protection Act-1986

THE INDIAN PATENT ACT, 1970 & 2004: Patent, patentee, Inventions and Non inventions, EMR, grant of patent, opposition to patent, surrender of patent, infringement of patent, Copy right and design

Module 6: The Information Technology Act and Foreign Exchange Management

THE INFORMATION TECHNOLOGY ACT, 2000: Significance of E- Commerce and E governance, paperless society importance terms in IT Act, digital signature, certifying; authority, computer resources, cyber crimes, offences and penalties;

FOREIGN EXCHANGE MANAGEMENT ACT, 1999: Definition of Foreign Exchange, money changer, rules regarding ownership of immovable property, money laundering, hawala transaction, directorate of enforcement, penalties and offences.

MODULE: 7 WOMEN AND HUMAN RIGHTS ACT WORK-PLACE AND ENVIRONMENT PROTECTION ACT, 1986

WOMEN AND HUMAN RIGHTS AT WORK-PLACE: Gender Equality, harassment of women in organisation, types, fundamentals rights, nature of human rights, NHRC, UN protocol on Human Rights, Job reservation in private sectors, discrimination, whistle blowing, pros and cons, Supreme Court on protecting women rights at workplace.

ENVIRONMENT PROTECTION ACT, 1986: concepts of environment, environment; pollution, environment pollutants, hazardous substance, occupier, types of pollution; global warning, causes for ozone layer depletion, remedies, powers and rules of central; government to protect and promote environment in India.

Recommended books

- S.S. Gulsan (2006) “ Business Law”, 3rd Edition, Excel Books, 2006
- Akhileshwar Pathak (2009), “Legal Aspects of Business”, 4th edition,Tata McGraw - Hill Education
- K.R. Bulchandani(2012), Business Law for Management, 6th edition,Himalaya Publishing House Pvt. Ltd.
- P.K. Goel,(2006) “Business Law for Managers”,Biztantra/Wiley India, 2006
- C L Bansal (2007),” Business and Corporate Laws”, Excel Books, 2007
- Sarvanvel and S. Sumathi (2005) “Business Law for Management”, Himalaya Publishing House Pvt. Ltd, 2005
- M.C Kuchhal &Vivek Kuchha (2013) “Business Law”, S.Chand (G/L) & Company Ltd; Sixth edition (2013)
- Bose D. Chandra (2008) “Business Law”, PHI Publications (2008)
- Crafting and Executing Strategy, Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
- Strategic Management - Analysis, Implementation, Control, Nag A, 1/e, Vikas, 2011.
- Strategic Management, Kachru U, Excel BOOKS, 2009. 31
- Strategic Management, Saroj Datta, jaico Publishing House, 2011.
- Contemporary Strategic Management, Grant, 6/e, 2012, Wiley India.

APPAREL PRODUCTION PLANNING AND CONTROL

Paper Code –2.7

Objectives:

- To emphasis on the improved methods of material control in apparel production
- To acquaint student with quality concepts for implementing quality in apparel production

Module 1: Introduction to Apparel control analysis and parameters

Control parameters and basic data of styles and generalised garment types; New program analysis: Style wise design wise analysis on production parameters; Product development and duplication

Module 2: Introduction to Apparel planning and production concepts

Concepts of concurrent engineering and reverse engineering Production planning: Time and action calendar: Steps between prototypes to approved sample production; Sample product data management and understanding specification sheets: Effective communication

Module 3: Apparel operational techniques

Operation break down and production sequence; Identification of bottle necks and critical area: Operation wise machinery allocation; Usage of special attachments and tools for operation simplifications: Production grid and flow chart

Module 4: Apparel Planning and Production control tools

Cutting techniques: Cutting room controls: Lay lot planning: Bundle distributions: Modern methods in cut piece distribution and tracking different manufacturing systems; Mass customisation and made to order manufacturing systems; Disadvantages and control measures in sewing

Module 5: Apparel production planning

Production floor balancing: Line balancing: Allocation of man power; Production set up planning for a shirt factory: Production set up planning for a bottoms and jacket factory; Production set up planning for a fully integrated apparel manufacturing plant

Module 6: Apparel Quality Planning and Control

Quality control in product development, printing, embroidery, washing and other accessories; Quality planning: Quality procedures; Production meetings: Preproduction meetings; In line inspection: Final inspection: Rescreening conditions

Module 7: Packing

Ratio of packing: Solid packing; Short shipment: Excess shipment; Calculation of volumetric weight: Carton dimension

Recommended books

- Solinger, Jacob “*Apparel Production Handbook*”, Reinhold Publications, 1998.
- Carr, H. and Latham B. “*The Technology of Clothing Manufacturing*”, Blackwell Science, U.K., 1994.
- Shaeffer, Claire “*Sewing for the Apparel Industry*”, Prentice Hall, New Jersey, 2001
- Chuter, A.J. “*Introduction to Clothing Production Management*”, Blackwell Scientific Publications, Oxford 2001.
- Glock, Ruth E. and Kunz, Grace I. “*Apparel Manufacturing - Sewn Product Analysis*”, Fourth Edition, Pearson Education.

III SEMESTER

ENTREPRENEURSHIP DEVELOPMENT

Paper code: FMRM 3.1

Objectives:

- This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

Module-1 Concept and Emergence of Entrepreneurship

Entrepreneurship: concept, knowledge and skills requirement; Characteristics of entrepreneurs, Role of entrepreneurship in economic development; Value addition and Employment Creation Entrepreneurship process, factors impacting emergence of entrepreneurship; Managerial V/S entrepreneurial approach and emergence of entrepreneurship; Women Entrepreneurship in India - Growth and Possibilities; Entrepreneurship Development in Urban India

Module-2 Starting Business

Starting the venture, generating business idea sources of new ideas; methods of generating ideas, creative problem solving, opportunity recognition; environment scanning ;competitor and industry analysis,

Module-3 Feasibility Study

Feasibility study, market feasibility; technical/operational feasibility; financial feasibility;

Module-4 Business Plan

Business plan; preparing project report; presenting business plan to investors; Why Business Plans Don't Get Funded: An Entrepreneurial Perspective; Community Environment for Entrepreneurship; Functional plans,

Module-5 Marketing and Manpower Planning

Marketing plan -marketing research for the new venture; steps in preparing marketing plan, contingency planning; organizational plan – form of ownership; designing organization structure, job design, manpower planning; financial plan; cash budget, working capital; proforma income statement; proforma cash flow, proforma balance sheet, break even analysis;

Module-6 Small Scale Industries and Financial Institutions

Meaning and Growth of MSEs; Small Scale Industries; Significance; problems and remedies; Industrial Policies; foreign direct investment (FDI); Sources of finance, debt or equity financing, commercial banks; venture capital, Financial Institutions supports Entrepreneurs,

Module- 7 National Skill Development Programs for Entrepreneurship

National Policy for the Development of Women Entrepreneurs in India; National Skill Development; Skill Development in India: Vocational Education and Training System; supporting entrepreneurs

Recommended books

- Allen, Kathleen R, (2006) “*Growing And Managing a Small Business An Entrepreneurial Perspective*” Publisher- Houghton Mifflin College Div
- Madhurima Lall & Shika Sahai (2008) *Entrepreneurship, Excel Publication, 2nd edition*
- Arun Mittal & S L Gupta (Author) (2011), “*Entrepreneurship Development*”, International Book House Pvt. Ltd. (2011)
- G.R Krishna, Nobert Koubek, A.K. Singh, Nagendra.S (2011) “*Entrepreneurship And Development*”, Edited Book, SITA publications , Mumbai, 2011
- Rajeev Roy (2011) “*Entrepreneurship*” Oxford Higher Education, Aug-2011

OPERATIONS RESEARCH

Paper code: FMRM 3.2

Module I: Introduction to Operations Research.

Definition, Scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making, models & modelling in Operations Research.

Module II: Linear programming

Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, algorithm (Only illustrative problems) Duality in linear programming..

Module III Transportation problem

General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure. problems on minimization & maximization

Module IV: Decision theory

Decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems. Job Sequencing- N Jobs-two machines and N Jobs-three machines, 2 jobs-M machines cases.

Module V Theory of games

Formulation of game models, Two person Zero sum games & their solution, $2 \times N$ and $M \times 2$ games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.

Module VI Simulation

Process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in queuing, inventory, finance, marketing and HR areas, Advantages & Disadvantages.

Module VII Queuing theory

General structure of queuing system, operating characteristics of queuing system, Queuing models (Problems on M/M/1)

Module VIII Project management

Structure of projects ,phases of project management-planning, scheduling, controlling phase, work break down structure, project control charts, network planning, PERT & CPM ,Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing. Practical Components:

Recommended books

- Sharma S. D, Kedar Nath, *Operations Research: Theory, Methods and Applications*, Ram Nath & Co.
- *Operations Research: An Introduction* Taha H. A, 9/e, PHI 39
- Sharma J. K, *Operations Research: Theory and Applications*, 4/e , Macmilan, 2010
- Vohra N. D, *Operations Research*, 4/e, TMH, 2010.
- Anand Sharma, *Operations Research*, HPH.
- Anderson Sweeney, Williams, *Quantitative Methods for Business*10th edition, Cengage, 2011
- Frederick S. Hillier, Gerald J. Lieberman, *Introduction to Operations Research*, 9/e, Tata McGraw-Hill, 2011.
- Kalavathy S, *Operations Research*; 3/e, Vikas Publishing House.
- Samuel J. Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margrett M. Sutton with MR Gopalan, *Project Management*, Wiley India, 2011.
- Kothari C R, *An Introduction to Operations Research - 3/e*, Vikas Publishing House, 2011.
- Anitha H. S, *Operations Research* –Excel Books, 2010.

CUSTOMER RELATIONSHIP MANAGEMENT

Paper code: FMRM 3.3

Objectives

- To understand the working concepts and principles of CRM
- To understand and manage Customer Relationship.
- To understand trends of CRM as an IT enabled function

Module: I Introduction to CRM

History of CRM, Definition and concepts of CRM, Marketing Era - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling -Service Level Agreements (SLAs).

Module: II Marketing concepts in CRM

CRM in Marketing, importance of CRM- One-to-one Relationship Marketing - Cross Selling & up Selling- Customer Retention, Behaviour Prediction - Customer Profitability & Value -Channel Optimization - Event-based marketing.

Module: III CRM and Customer Services

CRM and Customer Service - The Call-Centre, Call Scripting - Customer Satisfaction Measurement. Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation.

Module: IV E-CRM

CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

Module: V CRM Analysis

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts- Data analysis - Market Basket Analysis (MBA), Personalization and Collaborative Filtering.

Module: VI CRM Implementation

CRM Implementation - Defining success factors - Preparing a business plan requirements, Choosing CRM tools –and approaches- Managing customer relationships

Module: VII CRM Strategy and scenario

Re setting the CRM strategy. Selling CRM internally - CRM development Team - comparison of Indian and international scenario.

Recommended books

- Alok Kumar Rai, *Customer relationship management concept & cases*, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, *Customer relationship management*, Prentice Hall of India Private Limited, New Delhi, 2008
- Kaushik Mukherjee, *Customer relationship management*, Prentice Hall of India Private Limited, New Delhi, 2008
- Jagdish Seth, et al, *Customer relationship management*
- V. Kumar & Werner J., *Customer relationship management*, Willey India, 2008

RETAIL MANAGEMENT IN FASHION INDUSTRY

Paper Code – 3.4

Objectives:

- To enable students to acquire knowledge of the different principles and frameworks that form the foundation of the retail industry
- To interpret and analyse strategic planning of Fashion retailers.

Module 1: Introduction to Retail

Definition of Retailing: Functions and the rise of a Retailer: Career in Retail; The Global Retail Market - Issues and Challenges: Determining the market of entry; Retail in India - Evolution: Factors: Size; Theories of Retail Development: Services Retail: Importance of service in Retail: Types of Competition

Module 2: Retail Strategy

Factors influencing the Retail shopper: The customer decision making process: Resource advantage theory; Primary business models in Retail: Implementations in a Retail strategy: Retail value chain; Retail expansion- Export: Franchising: Acquisition and Mergers: Joint venture; Retail Market Research: Non price decisions:

Module 3: Retail Pricing and Retail Finance

Elements of Retail price: Determining the price; Retail pricing policies and objectives: Mark ups: Markdown management; The Merchandise Budget; Retail Accounting statements

Module 4: Merchandise Planning and Handling

The concept and implications of Merchandise planning; developing the Fashion sales forecast: Forecasting for Fashion products; Merchandise control: Inventory planning: Merchandise Sourcing; Vendor negotiations: In store merchandise handling: Retail sales process

Module 5: Category Management

Concept of category management; Components of category management; Emergence of category

management; The category management business process

Module 6: Retail Store operations

Market identification: Site analysis and selection: Geographic information systems; Key roles in a store environment; Retail economics; Key components of Retail operations: Elements of store design

Module7: Managing the Retail Supply chain

Concept of Supply chain management: Types of supply chains; Supply chain integration; Vendor managed inventory; Issues involved with the supply chain framework

Recommended books

1. Lusch and Dunne “*Retail Management*” South- Western Publishing, 2002
2. Pradhan, Swapna “*Retailing Management*” Tata Mcgraw Hill Publications, 2011
3. Vedamani, Gibson “*Retail Management*” Jaico Publications, 2012
4. Rabolt and Judy “*Concepts and Cases in RetailandMerchandise Management*” Fairchild Publications, 1997

FABRIC KNOWLEDGE AND GLOBAL SOURCING

Paper Code – 3.5

Objectives:

- To enable students to evaluate different fabrics
- To enable students to appreciate the intricacies of sourcing fabrics and trims globally, within a complex, dynamic environment.

Module1: Structures and Segments of Textile Industry- Introduction

Major textiles sectors (Handloom, Power loom, Mill); Textiles hubs in India; Market statistics; Market growth

Module2: Textile fibres, Yarns and Sewing Threads

Fibre Definition, Sources of fibre; Fibre classification and Fibre properties Cotton, wool, silk, jute, polyester, nylon, lycra, linen, viscose); Yarn Definition and types (Spun and filament yarn, Novelty and textured yarns), Sewing threads; Yarn numbering systems - Nm, Ne, Nf, Dn, tex

Module3: Fabric Manufacturing- Weaving, Knitting and Non-Wovens

Types of loom and Motions of a loom; Basic weaves (Plain, twill and satin), Various weaves and fabrics - herringbone, pile, leno, jacquard, dobby, madras checks, muslin, gingham, chinos, georgette, gabardine, flannel, denim, crepe, corduroy, chiffon, chambray, canvas, brocade, calico, cambric, Organza, , oxford, poplin, pique, seersucker, taffeta, tapestry, terry, tweed, velvet; Weave diagram and representation; Defects in woven fabrics; Applications and uses Knitting process, Different types of stitches; Various types of knitted fabrics - birds eye, crochete, jersey, interlock, ottoman rib pique, polar fleece, feeder stripe, auto stripe, engineered stripes, milano, pile knit, pointelle, purl, raschel, rib, tricot; Knit structure and representation; Defects in knitted fabrics, Applications and uses; Non-woven Fabric- introduction and different types

Module4: Textile Wet Processing

10hrs

Preparatory process(Singeing, Desizing, Scouring/degumming and Bleaching); Textile dyeing, Different types of dyes, their properties and application, Dyeing methods, Defects in dyeing; Textile printing Methods (Direct, discharge etc.) and Defects in printing; Styles of printing (rotary, hand

screen, digital etc.), Advantages /dis-advantages; Textile finishes, Classification of finishes (Functional finishes, aesthetic finishes, mechanical finishes and chemical finishes)

Module 5: Strategies in Sourcing

The Evolution of Global Sourcing: Sourcing role of the merchandiser: The role of Sourcing in an Apparel Firm; Sourcing options: Internal and External Manufacturing; Factors in the Sourcing process: Sourcing Technology

Module 6: Selection and Sourcing of Materials

Material Sourcing Process; Systems and methods for assessing quality; Selection of fabrics: Predicting aesthetics and performance; Evaluating fabric quality

Module 7: The Domestic and International Sourcing Process

Analysis of the Domestic and International sourcing process; Evaluation of factors in the Domestic and International sourcing decisions; Financial instruments used in Sourcing; Managing the sourcing function

Recommended books

1. Glock, Ruth E. and Kunz, Grace I. "*Apparel Manufacturing - 3rd Edition*" Prentice Hall, 1995
2. Rosenau and Wilson "*Apparel merchandising – The line starts here*" Fairchild publications, 2001
3. Hall, A.J. "*The Standard Handbook of Textiles*" Wood head Publishing 8th edition, 2004
4. Smith, J.E. "*Textile Processing*" Abhishek Publication, 2003
5. Murphy, W.S. "*Textile Weaving and Design*" Abhishek Publications, 2000
6. Gohl, E.P.A and Velensky, L.D. "*Textile Science*" CBS Publishers and Distributors, 2003
7. Broughton, Kate "*Textile Dyeing*" Rockport Publishers, 1996
8. Saville, B.P. "*Physical testing of textiles*" Wood head Publishing limited, 1999

APPAREL EXPORT DOCUMENTATION

Paper Code –3.6

Objectives:

- To acquaint students with export and import trade

Module 1: Introduction to export documentation

Introduction to export documentation; Objectives and terminologies; Global & Indian Current scenario of apparel industry ; Role of Govt. in export promotion

Module 2: Exim policy

Exim policy - customs act - other acts relating to export/import - formalities for commencing - customs formalities; Export documentation - project exports - export of services - export of excisable goods ;Import documentation - clearance of import goods;100% export oriented units - export processing zones - special economic zones - duty drawback procedure - export/import by post customs house agents - import of different products - import/export incentives - import licenses etc.

Module 3: Documentation

Principal documents, Auxiliary documents, documents for claiming export assistance

Module 4: International Trade

Role of Terms of payments in international trade-export credit, packing credit, negotiation of bills; Balance of payments- deficit and surplus in BOP; Basic concepts of foreign exchange - Methods of International Payment Settlement-International Commercial Terms - Letter of Credit - Exchange Control Regulations for imports and exports; Export Financing - Pre-Shipment finance - Post Shipment Finance - EXIM Bank of India - ECGC - Demand Guarantees and Standby Letter of Credit - Forfeiting and Factoring - Case Studies

Module 5: Insurance and Packaging

Shipping & Marine Insurance Terminology - General Info on Shipping - Types of Containers and Ships - Containerization - Marine Insurance - Air Transportation - Bill of Lading/Air Way Bill/Sea Way Bill, Maritime Fraud; Packaging Introduction - Mechanical tests - Climatic tests - Stretch

Wrapping - Cushioning materials - Shrink packaging - packaging cost - Lab testing - International Care labelling systems

Module 6: System and SWOT analysis

Quota system and its phase out; Markets - Competition - SWOT analysis; Items under garments and specifications - Production of Fabric and garments - Defects in knitted fabrics and in stitching - Quality Inspection - major defects and minor defects

Module 7: Textile Exim Policies

AEPC and Textile Committee; Special schemes for import and duty drawback for garments; Garment Export Entitlement Policy; Documentation - Packaging - Import fairs and Exhibitions.

Recommended Books

- Darliekoshy, '*Effective Export marketing of apparel*', Global Business Press
- N Kumar, R Mittal, '*Export management*', Anmol Publication Pvt Ltd, New Delhi
- P Subba Rao, '*Introduction to international business*', Himalaya Publication
- Richard M Jones '*The apparel industry*' 2nd ed, Black Well Science
- Philip Kotler, '*Marketing management*', Pearson Prentice Hall

FASHION FORECASTING

Paper Code: 3.7

Objectives:

- To give students a concrete understanding of theoretical methods and practical applications in Trend forecasting.
- To aid students in research and analysis of trends that influence fashion and textiles products for the industry and end consumers.

Module 1: Introduction to Fashion Forecasting

Fashion Forecasting: Scopes, Importance and Definition: Influences on Fashion Forecasting; Levels of Fashion Forecasting; Basics of Couture

Module 2: Fashion Forecasting Research

Fashion Forecasting Research Process; Methods, tools and analysis of Fashion Forecast and its applications; Fashion Market Segmentation: The Fashion Pyramid; Macro and micro trend evaluation Explore the city's most interesting fashion hotspots to observe current trends in Bangalore. To use a range of primary sources and digital tools to collect information surrounding trends and popular culture and create a compiled report

Module 3: Trend identification

Fashion Shows; World Fashion Centres; Indian fashion shows - Influence of fashion shows, trade shows on Indian Fashion

Module 4: Colour and Fabric Forecasting

Color Forecasting – Identifying, developing and focusing color palette for the target market; Fabric, pattern and trim forecasting: identify the trims and silhouettes forecasted for future season: Integrating design and key trends; Forecast presentation techniques

Module 5: Forecasting predictive [for a brand, season and product category]

Development of a theme board/ story board/ mood board; Development of a fabric/ colour story; Development of other concept boards and visuals

To conceptualise and develop a theme/color/story/fabric board

Module 6: The Product Development Process

Types of labels in the clothing business: Types of stores; The Customer: Demographics and Psychographics, Size, Fit Segmentation; Research: Economic, Lifestyle/Fashion trends, Industry: Consumer groups; Fashion Triangle of Balance: Costing and cost sheet; Building samples from Specs

To conceptualise and develop an actual product based on the study of Fashion and trend forecasting

Module 7: Development of a Brand

Making of a strong brand: Branding challenges and opportunities; Brand Building: Brand Elements: Pricing strategy; Integrated Marketing communications; Qualitative and Quantitative research techniques

Recommended Books

- Johnson, Maurice J. and Moore, Evelyn C., "*Apparel Product Development*" Prentice Hall Publications, 2001
- Posner, Harriet "*Marketing Fashion*", Laurence King Publishing, 2011
- Rousso, Chelsea "*Fashion Forward - A Guide to Fashion Forecasting*" Fairchild Publications, 2012
- Raymond, Martin "*Trend Forecaster's Handbook*" Laurence King Publications, 2011
- Brannon, Evelyn L. "*Fashion Forecasting: Research, Analysis, and Presentation Third (3rd) Edition*" Fairchild Publications, 2010
- Kim, Eundeok, Fiore, Anna Marie and Kim, Hyejeong. "*Fashion Trends: Analysis and Forecasting (Understanding Fashion)*" Berg Publications, 2010
- Keller, Kevin Lane , Parameswaran, M.G. and Jacob, Isaac, "*Strategic Brand Management*" Dorling Kindersley, 2011
- Stephens, Gini "*Fashion - From concept to customer*" Prentice Hall, 1994
- Scully, Kate and Cobb, Debra "*Color Forecasting for Fashion (Portfolio Skills. Fashion & Textiles)*" Laurence King Publishing, 2012
- Mckelvey, Kathryn "*Fashion Forecasting*" Wiley-Blackwell Publishing, 2008

IV SEMESTER

TOTAL QUALITY MANAGEMENT

Paper code: FMRM 4.1

Module 1 Introduction

Introduction to TQM, Meaning of the terms quality, quality control and quality assurance, importance of quality, quality dimensions of products and services, quality and competitive advantage, cost of quality, TQM, Evolution of TQM, Basic principles of TQM, TQM VS Traditional management, advantages of TQM

Module 2 Quality control and improvement tools

Quality Control tools: Introduction, 7 tools of quality control (Old & New) Poka-yoke, Quality Function Deployment

Module 3 Benchmarking and Kaizen

Benchmarking Definition, reasons for benchmarking, types of benchmarking, process of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking Concept of Kaizen and its applications

Module 4 Quality Management Systems (QMS)

Introduction, meaning of QMS, ISO; 9000, Benefits of ISO, ISO 9000-2008 series, implementation of ISO 9000; Problems related to ISO 9000, QS 9000, Need for QS 9000, QS 9000 series; ENVIRONMENTAL MANAGEMENT SYSTEM (EMS), ISO 14000 series; Benefits of ISO 14000, Integrating ISO 9000 & 14000, SEI-CMM level 5

Module 5 Six Sigma

Introduction to Six Sigma Historical developments, statistical framework for six sigma, Training for Six Sigma, Benefits of Six Sigma, Six sigma and TQM. Overview of master Black \$ green Belt

Module 6 TQM models and Quality Awards

Deming-Deming's chain reaction, Deming's principles, deadly sins, PDCA cycle, Juran's Quality trilogy, Juran's breakthrough sequence Quality Awards : Introduction, Need for Quality Awards,

Deming Prize and its features, MBNQA and its features, European quality award and its features, Golden peacock award, TQM models.

Module 7 Business Process Re-engineering (BPR)

Introduction, Need for BPR, Implementing BPR, Steps in BPR, Re-engineering Vs. TQM, BPR Vs. Kaizen, Re-engineering the structure, Human reengineering, change management and BPR, BPR and IT, Advantages and Limitations, Indian examples of BPR

Recommended Books

- James R. Evans, *Management and control of quality*, 8/e 2012, CengageLearning
- Dale.H. Besterfield, *Total quality management*, 3rd Edition, PearsonEducation
- G. Nagalingappa & ManjunathVS, *Total quality management text and cases*, Excelbooks.
- Shridhar Bhat, *Total quality management*, Himalaya Publication119
- Poornima M.Charantimath, *Total quality management*, PearsonEducation.

SUPPLY CHAIN MANAGEMENT

Paper code: FMRM 4.2

COURSE OBJECTIVE:

- To facilitate an understanding of International Business in a multi-polar, multi-cultural world; to examine the critical factors for success in different countries.
- This course will provide the students an opportunity to learn and understand how business is conducted in the international arena.

Module 1: Introduction

Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits. Supply chain drivers- logistical and functional drivers.

Module 2: Inventory Management and Warehousing

Facility and warehouse management system; Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Vendor Managed Inventory.

Module 3: Designing the supply chain network

Designing the distribution network, role of distribution, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. Designing and Planning Transportation Networks, role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation; Sourcing, supply chain pricing and revenue management.

Module 4: Purchasing and vendor management

Centralized and decentralized purchasing, function of purchase department and purchase policies, vendor rating/ evaluation, single vendor concept, management of stores, account for materials, Vendor relationship management.

Module 5: Logistics Management

Logistics of part of SCM, logistics costs, different models, logistics,

sub-systems, inbound and out bound logistics, third party and fourth party logistics, distribution and warehousing management.

Module 6: Demand Management and Customer Service

Demand Management, traditional forecasting, replenishment, CPFRP, customer service, expected cost of stock outs, Bullwhip effect.

Module 7: Recent issues in SCM

Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, supply chain management systems, value addition in SCM – concept of demand chain management

Case Studies

Recommended Books

- Supply chain management, Chopra Sunil and Peter Meindl - 3rd edition, Pearson, 2007.
- A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, 1st Edition, Cengage Learning.
- Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2nd Edition, TMH, 2008.
- Supply Chain Management-A Managerial Approach,Amith Sinha, Herbert, 2nd edition, TMH.
- Logistics and supply chain management, G. Raghuram (I.I.M.A.), Macmillan, 2000
- Harnessing value in supply chain, Emiko Bonafield, Johnwiley, Singapore, 1999
- Material Management rearview, Dr. Gopal Krishnan, Pearson New Delhi, 2002
- Supply Chain Management, B.S. Sahay, Macmillan, Pearson Education, 2004
- A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan.

RETAIL ADVERTISING AND BRAND PROMOTION

Paper Code: 4.3

COURSE OBJECTIVE:

- To enlighten the students with the Concepts and Practical Applications about global dynamism of retail practices which provides a specialized platform for developing cutting edge skills in retails, advertising and brand management.

Module 1:- Introduction

Introduction to retail marketing, Experience Retail, Retail v/s wholesale, Shift of powers in favour of retailers, basic principles of good retailing, Relationship marketing. Developing a retail strategy: mission and goals of retail who are the customers? Retail shopping behaviour of consumers: Demographics, lifestyle data, group and individual attributes.

Module 2:- TYPES OF RETAILING

Types of retailing – convenience store, CBD comparison store, street market, superstore, retail park metro stores, etc., Retail Location: Factors affecting retail location decision, Site selection, Factors affecting site selection, Steps in selecting site, Location based retail strategies, Store design - layout and space management, Visual merchandising and displays.

Module 3:- RETAIL STRATEGY

Retail marketing mix and planning, retail marketing strategy, Retailing as a brand-building medium, Advocacy in retail market, POP (point-of-purchase)& POC (point-of-consumption), Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing.

Module 4:- CURRENT RETAIL SCENARIO

Retail brands, private brands, Retailing in India, Key Features in Indian retail brand building, Future of retail branding – Indian scenario and global scenario. Display and Space Management, Impact of information technology in retailing, Electronic retailing - Role of web, online retailing.

Module 5:- ADVERTISING

Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising Economic, Social and Ethical Aspects of Advertising.

Module 6:- ADVERTISING BUDGET & RESPONSE

Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.

Direct Response Advertising – Home Shopping – Direct Mail – Catalogues – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs - Law and Regulations.

Module 7:- BRAND MANAGEMENT

Brand Management: Brand Building and Positioning – Measuring Brand Performance –Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.

Recommended Books

- George E.Belch and Michael A.Belch, *Advertising and promotion and integrated marketing communication perspective*, Tata McGraw Hill.
- YLR Murthy, *Brand management: Indian cases*. Vikas publications, New Delhi. 2002
- P. K. Sinha & D. P. Uniyal, *Managing Retailing*, Oxford University Press.

VISUAL MERCHANDISING

Paper Code – 4.4

Objectives:

- To provide students with professional training and functionality in the field of Visual Merchandising.
- To give students a solid understanding of the skills required to maximise the impact of any retail display space.

Module 1: Visual Merchandising

Introduction and Definition; Visual merchandising terminologies [Facade, Signage, Store windows etc.]; History of VM

Module 2: Mannequins

Types and alternatives; Handling of mannequins; Dressing of mannequins

Module 3: Display Basics

Display and Design Basics; Principles of Design; Color Blocking; Types of Displays: Importance
Display of props, promotions and mannequins on floor

Module 4: Space Planning

Types of fixtures: Props; Purpose of space planning; Lighting
Window display for a product or merchandise

Module 5: Store Windows and Layout

Store interiors and exteriors; Types of store displays and planograms
Layout of a complete store

Module 6: Visual Merchandiser Profile

Roles and responsibilities of VM: Understanding the brand identity; Merchandise planning, presentation and budgeting; Cross merchandising: Impulse buying: Calendar planning

Module 6: Visual Merchandising Implementations

In store clearance and sales; Brand promotions: Trade exhibits: Trade shows; Advertising: Sales tracking

Recommended Books

- Bliss, Laura L “*Study Guide Visual Merchandising and Display, III edition*” Fairchild Publications, 1995
- Vedomani, Gibson. “*Retail Management - 4th Edition*”, Jaico Publishing House, 2012
- Portas, Mary. “*The Art of Retail Display*”, Thames and Hudson Limited, 1999
- Winters, Arthur A. and Goodman, Stanley “*Fashion Advertising and Promotion- 6th edition*”, Fairchild Publications, 1984
- Diamond, Ellen and Jay “*Fashion Advertising and Promotions*”, Fairchild Publications, 1995
- Hines and Bruce “*Fashion marketing - Contemporary issues*”, Butterworth Heinemann, 2006

APPAREL MERCHANDISING AND MANAGEMENT

Paper Code – 4.5

Objectives:

- To introduce students to apparel merchandising.
- To acquaint students with apparel merchandising and management education to empower them to be well equipped professionals.

Module 1: Merchandising – The concept

Concept of fashion: Style vs Fashion: The fashion life cycle: Trends, Fads, Classics, Basic merchandise vs Fashion Merchandise: Design elements and principles; Structural changes in the Fashion industry: Responsibilities and traits of a merchandiser: Definition of Merchandising; 4 p's of marketing: Understanding Target market: Segmentation strategies and approach, categories of data collection; Merchandising planning and control tools

Module 2: The Process of Line development

Fashion trend research: Color, fabric and trim research: Definition of line planning and development; Phases in product development of an apparel product; Importance and use of Interactive online Fashion information services, Pattern Design Systems and Product Management systems in the Apparel industry

Module 3: Merchandise Resources

Merchandise wholesaler- distributors: Definition of imports, trade shows: Resident buying offices, types of buying offices; Definition of sourcing: Sourcing options: Factors in sourcing: The sourcing process; Inspection and Sampling procedures: Types of samples: Responsibilities for quality assurance: Specification sheet and its importance: The international care labelling system

Module 4: Costing and Pricing strategies

Cash flow: Balance sheet: Income statement: Gross margin return on inventory; The Pricing formula: Pricing strategies; Bill of materials and its importance: Costing principles: Costing strategies: Cost sheet

Module 5: Planning sales and Inventory

Merchandising planning structures: The 4-5-4 planning calendar; Basic stock method: Percentage variation method: Stock to sale ratio method; Open- to – buy method: Assortment planning; Computerised planning systems: Sources of planning information

Module 6: Terms of Purchase

Purchase order: Kinds of purchase order: Types of discount; Payment terms: Transportation terms: Transportation arrangements: Electronic data interchange; Vendor partnerships: Vendor matrix: The Distribution center

Module 7: Supply chain Management

Objectives: Importance: Sectors in the Apparel supply chain; Demand activated manufacturing architecture (DAMA); Just in time strategy: Quick response, elements for effective QR

Recommended Books

- Rosenau and Wilson “ *Apparel merchandising – The line starts here*” Fairchild publications,2001
- Donellan,John “ *Merchandise Buying and management*” Fairchild Publications, 2001
- Glock, Ruth E. and Kunz, Grace I. " *Apparel Manufacturing - 3rd Edition*" Prentice Hall, 1995
- Clark, James “ *Fashion Merchandising-Theory and practice*” Palgrave Macmillan, 2012
- Grose, Virginia “ *Basics Fashion Management 01: Fashion Merchandising*” AVA Publishing, 2011
- Rabolt, Nancy J. and K. Judy “ *Concepts and Cases in Retail and Merchandise Management*” Fairchild Publications, 1997
- Khurana, P.K “ *Export Management*” Galgotia publishing house,2001
- Kumar and Mittal “ *Export management*” Anmol Publications, 2002

PROJECT REPORT

Paper code: FMRM4.6

- **Duration:** During the 4th semester students will work on different projects under the guidance of allotted guide
- Each portfolio work completed during the semester will be evaluated 30 marks for Continues Assessment, 40 marks for project report and portfolio by internal guide
- A VIVA VOCE for 30 marks will be conducted by internal and external examiner selected by BOE