

**BHARATHIAR UNIVERSITY: COIMBATORE-641046**  
**CENTRE FOR COLLABORATION OF INDUSTRY AND INSTITUTION (CCII)**  
**MBA(APPAREL BUSINESS)**  
*(For the CCII students admitted from the academic year 2015-16 onwards)*  
**SCHEME OF EXAMINATIONS (CBCS PATTERN)**

Course Title	Examinations					Credits
	Ins.hrs/ week	Dur.H	CIA	Marks	Total	
<b>SEMESTER –I</b>						
1.1 Management Concepts	5	3	25	75	100	4
1.2 Textile Fibres and Yarn	5	3	25	75	100	4
1.3 Business Communication	4	3	25	75	100	4
1.4 Organizational Behaviour	4	3	25	75	100	4
1.5 Accountancy for Business Decisions	4	3	25	75	100	4
1.6 Knitted Fabric Science	4	3	25	75	100	4
1.7 Quantitative Techniques	4	3	25	75	100	4
<b>SEMESTER –II</b>						
2.1 Managerial Economics	5	3	25	75	100	4
2.2 Marketing Management	4	3	25	75	100	4
2.3 Human Resource Management	4	3	25	75	100	4
2.4 Financial Management	5	3	25	75	100	4
2.5 Apparel Manufacturing Technology	4	3	25	75	100	4
2.6 Wet Process House Management	4	3	25	75	100	4
2.7 Management Information Systems	4	3	25	75	100	4
<b>SEMESTER – III</b>						
3.1 Entrepreneurship Development	4	3	25	75	100	4
3.2 Research Methodology	5	3	25	75	100	4
3.3 International Business Management	4	3	25	75	100	4
3.4 Apparel Production Management	5	3	25	75	100	4
3.5 Apparel Testing and Quality Standards	5	3	25	75	100	4
3.6 Internship*	-	-	-	-	100	4
<b>SEMESTER – IV</b>						
4.1 Strategic Management	4	3	25	75	100	4
4.2 Retail Management	4	3	25	75	100	4
4.3 Apparel Merchandising Management	4	3	25	75	100	4
4.4 Supply Chain Management	4	3	25	75	100	4
4.5 Project Work*	-	-	-	-	100	4
<b>TOTAL</b>	-	-	-	-	2500	100

\* For Project Work/Internship: Report 80% Marks & Viva voce 20% Marks

## 1.1 MANAGEMENT CONCEPTS

### Course Objectives:

To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

### UNIT I INTRODUCTION TO MANAGEMENT

Organization- Management- -Nature and Scope of Management process-Role and Functions of a Manager - Levels of Management - Evolution of management thought.- Development of Scientific Management - Strategies for International business – contemporary management practice – Managing in global environment – Managerial functions.

### UNIT II PLANNING

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions - Break Even Analysis

### UNIT III ORGANISING

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority.

### UNIT IV STAFFING & DIRECTING

Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal.Managing people – Motivation – Theories - Leading – Leadership styles and qualities – Communication – process and barriers.

### UNIT V CONTROLLING

Managements control systems – Techniques – Types of control-Process of controlling- Types of control- Budgetary and non-budgetary control techniques-Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Recent trends and new perspectives in management: Strategic alliances -Core competence - Business process reengineering - Total quality management- Bench marking.

### REFERENCE BOOKS

1. Koontz, Essentials of Management, Tata McGraw-Hill, 7 th Edition, 2006
2. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
3. Principles of Management - P.C. Tripathi& P.N. Reddy.
4. Principles of Management - L.M. Prasad.
5. Business Management - C.B. Gupta
6. Stephen P. Robbins, David A.DeCenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

## 1.2 TEXTILE FIBRES AND YARN

### UNIT I

Introduction to Textile fibers& their Classification – General properties. Cotton: Botanical and commercial classification - Properties - End uses. Brief study about Organic Cotton. Flax: properties - End uses. Wool: Grading - properties - End uses. Woollen and Worsted Yarns. Silk: Types - properties - End uses. Production of Raw silk - Degumming.

### UNIT II

Methods of Filament Spinning. Semi synthetic fibres: Rayon - Regenerated and modified cellulose -Viscose rayon process flow – Modal &LyocellFibre properties & End uses. –Bamboo fibre – End uses. Acetate fibre - Properties & End uses

### UNIT III

Introduction to Polymer & Polymerization & its types. Synthetic fibres:– Brief study about polyamide, polyester, polyacrylic, and spandex - Individual fibre properties and trade names – End uses. Micro fibres& its properties.Texturization : Objectives, Types of textured yarns & Methods of texturisation.

### UNIT IV

Yarn: Classification of yarn types- Staple spinning system – Types. Influence of fibre properties on yarn quality. Cotton Yarn Production sequence and objectives - Comparison of carded and combed yarn - Winding and it's objects – Yarn numbering systems - Significance of yarn twist.

### UNIT V

Brief study about OE & Compact Spinning.MilangeYarn . Blended textiles: Types of blending - Reasons for blending. Double yarn – Properties. Sewing threads: Types, features, uses - Properties required for export quality hosiery yarns, Various Yarn & Package defects.

### REFERENCE BOOKS

1. Wynne, A, *The motivate*.
2. Mishra, S.P. *A text book of fibre science and technology*.
3. Gordon Cook, J, *Hand book of textile fibres –I & II*.
4. Carr, C.M, *Chemistry of the textiles industry*.
5. Goswami.J.C., Martindale.J.G, Scardino.K.L., *Textile yarns, Technology, Structure &Applications*
6. Moncrieff,W, *Man-made fibres*.
7. Eric Oxtoby, *Spun yarn technology*

## **1.3 BUSINESS COMMUNICATION**

### **UNIT I**

Meaning of communication – Importance of effective communication in business – Objectives of communication - Media – Types – Principles, Process, Barriers - Methods to reduce barriers. Role of English Language in business communication -

### **UNIT II**

Types of business letters – Components of a business letter - Positive, Neutral and Negative Messages – Styles - Enquiries and replies – Quotation - Orders and execution – Credit and status enquiries.

### **UNIT III**

Complaint letters – Collection letters – Circulars – Sales letters - Bank and insurance correspondence – Import and export correspondence - Agency correspondence – Correspondence by a company secretary.

### **UNIT IV**

Oral presentation – Sales Performance – Usage of I.T in meetings - Notice – Agenda - minutes of meeting– Memos – Circulars - E-mail – Fax –letters – Testimonials –Report writing

### **UNIT V**

Office correspondence – Job Interview - Appointment Orders -Advertisements – Press releases - Preparation for oral presentations– Group Discussions - Attending and Handling Interviews-Confirmation

## **REFERENCE BOOKS**

1. Rajendrapaul, Korlahalli.J.S. Essentials of business communication.
2. Raymond V,Lesikar to references
3. Krishna Mohan, Developing communication skills.
4. ChampaTickoo& Jaya sasikumar, Writing with a purpose.
4. F.T.wood, A Remedial English Grammar for Foreign Students.

## 1.4 ORGANIZATIONAL BEHAVIOUR

### COURSE OBJECTIVE:

To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

#### UNIT I FOCUS AND PURPOSE

Definition, need and importance of organizational behaviour –Nature and scope –Frame work – Organizational behaviour models.

#### UNIT II INDIVIDUAL BEHAVIOUR

Personality – types –Factors influencing personality –Theories –Learning –Types of learners – The learning process –Learning theories –Organizational behaviour modification. Misbehaviour–Types – Management Intervention.Emotions -Emotional Labour –Emotional Intelligence –Theories.Attitudes – Characteristics–Components –Formation –Measurement-Values.Perceptions –Importance –Factors influencing perception –Interpersonal perception-Impression Management.Motivation –Importance – Types –Theories-Effects on work behavior.

#### UNIT III GROUP BEHAVIOUR

Organization structure –Formation –Groups in organizations –Influence –Group dynamics– Emergence of informal leaders and working norms –Group decision making techniques–Team building - Interpersonal relations –Communication –Control.

#### UNIT IV LEADERSHIP AND POWER

Meaning –Importance –Leadership styles –Theories –Leaders Vs Managers –Sources of power – Power centers –Power and Politics.

#### UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Organizational culture and climate –Factors affecting organizational climate –Importance.Job satisfaction –Determinants –Measurements –Influence on behavior. Organizational change –Importance – Stability Vs Change –Proactive Vs Reaction change –the change process –Resistance to change – Managing change.Stress –Work Stressors –Prevention and Management of stress –Balancing work and Life.Organizational development –Characteristics –objectives –.Organizational effectivenessDeveloping Gender sensitive workplace

### REFERENCE BOOKS

1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata McGraw Hill, 2007.
2. Nelson, Quick, Khandelwal. ORGB –An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd
5. Edition, Oxford Higher Education, 2011.
6. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th
7. edition. 2011
8. Stephen P. Robins, Organisational Behavior, PHI Learning /Pearson Education, 11th edition, 2008.
9. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

## 1.5 ACCOUNTANCY FOR BUSINESS DECISIONS

### Course Objectives:

To understand the basic concepts of financial accounting, cost accounting and management accounting. To know various tools from accounting and cost accounting which would facilitate the decision making. To develop analytical abilities to face the business situation.

### UNIT I

Accounting: Definition - Scope of accounting - Financial accounting and Management accounting - Financial Accounting: Accounting concepts - Conventions - Principles -Accounting standards - International Accounting standards.

### UNIT II

Double entry system of accounting - Accounting books - Preparation of journal and ledger, subsidiary books - Errors and rectification - Preparation of trial balance and final accounts. - Preparation of Trading, Profit & Loss Account and Balance Sheet

### UNIT III

Financial Statement Analysis: Financial statements -Nature of financial statements - Types of analysis - Tools of analysis - Trend analysis - Common size statements -Comparative statements. Ratio Analysis: Types - Profitability ratios - Turnover ratios – Liquidity ratios - Proprietary ratios - Market earnings ratios Inter-firm, Intra-firm comparisons.

### UNIT IV

Fund Flow Statements: Need and meaning - Preparation of schedule of changes in working capital and the fund flow statement - Managerial uses and limitation of fund flow statement. Cash Flow Statement: Need - Meaning - Preparation of cash flow statement - Managerial uses of cash flow statement – Limitation - Differences between fund flow and cash flow analysis.

### UNIT V

Budgeting and Budgetary Control: Preparation of various types of budgets - Classification of budgets – Budgetary control system - Mechanism - Master budget. Capital Budgeting System: Importance - Methods of capital expenditure appraisal - Payback period method - ARR method - DCF methods - NPV and IRR methods - Their rationale - Capital rationing.

### REFERENCE BOOKS

1. Arulanandam& K.S. Raman,Advanced Accounting.
2. Gupta &Radhasamy,Advanced Accounting.
3. Shukhi& T.S. Grewal,Advanced Accounting.
4. Jain &Narang,Advanced Cost Accounting.
5. Das Gupta, Advanced Studies in Cost Accounting.
6. Maheswari, Management Accounting & Financial Accounting.
7. Manmohan&Goyal, Principles of Management Accounting.
8. Prasad,Advanced Cost Accounting.

## 1.6 KNITTED FABRIC SCIENCE

### Unit – I

Different fabric forming methods-Comparison of weaving and knitting-Principles of weft and warp knitting – Comparison of weft and warp knitting – Classification of knitting machines - Yarn passage diagram of a circular knitting machine – Knitting machine elements and description - Knitting cycle of latch needle with sinker.

### Unit-II

Knitting terms and definitions - Principal weft knit stitches - Knit, tuck and miss stitch formation and properties - Representation of weft knit stitches – Study of Basic weft knit structures - Needle gating - Description of circular Rib & Interlock knitting machine – Characteristics of basic weft knit structures – Circular knitting GSM and production calculations.

### Unit-III

Single jersey knit fabric structures, their cam and needle order: Plain jersey, Pique, Thick pique, Honey comb, Pearl and Twill. Rib fabric structures, their cam and needle order: 1x1 rib, 2x2 rib, Drop needle, Royal rib, Polka rib, Double half cardigan, Double cardigan, Milano rib, Waffle, Flat back, Swiss double pique and French double pique. Interlock fabric structures, their cam and needle order: Interlock, Eight lock, Ottoman rib, Pin tuck, Texi pique and Ponte di Roma.

### Unit-IV

Jacquard knitting - Needle selection techniques – Pattern jack, Pattern wheel , Pattern drum and Computerized jacquard knitting machines – Brief study on specialty weft knit structures – Auto stripe yarn programming – Elastomeric yarn insertion and effects – Knitted fabric faults – Causes and Remedies.

### Unit-V

Flat Knitting – Yarn passage diagram of a flat knitting machine – Mechanical type Flat knitting machine - Needle bed assembly – Racking, Carriage and Cam box arrangement - Transfer Stitch and Drop Stitch – Thread diagram, effects and applications – Introduction to computer controlled Flat knitting machine. Concept of fully-fashioned machines and seamless knitwears. Introduction to warp knitting – Warp knitting terminologies – Open lap and closed lap. Basic lapping variations - Detailed study of knitting elements of Tricot and Raschelmachines. Knitting action of Tricot and Raschelmachines. Comparison of Tricot and Raschel machine. Study of standard two bar warp knit structures and their properties – Lock knit, Satin, Reverse lock knit, Loop raised, Sharkskin and Queens cord.

## REFERENCE BOOKS

1. D.B. Ajgaonkar, Knitting Technology
2. David .J.Spencer, Knitting Technology
3. ChandrasekaraIyer et al., Circular knitting technology
4. Dr.SamuelRaz, Flat Knitting
5. Dr.S.Raz, Warp Knitting Technology
6. Peter Lord et al., Fabric forming systems

## 1.7 QUANTITATIVE TECHNIQUES

### COURSE OBJECTIVE

To learn the applications of statistics in business decision making. To facilitate objective solutions in business decision making under subjective conditions

UNIT I QT –Introduction –Measures of Central Tendency –Mean, Median, Mode. Mathematical Models – deterministic and probabilistic –simple business examples –OR and optimization models –Linear Programming –formulation –graphical solution –simplex –solution.

### UNIT II

Transportation model –Initial Basic Feasible solutions –optimum solution for non –degeneracy and degeneracy model –Trans-shipment Model –Assignment Model –Travelling Salesmen problem.

### UNIT III

Network Model –networking –CPM –critical path –Time estimates –critical path –crashing, Resource levelling, Resources planning. Waiting Line Model –Structure of model –M/M/1 for infinite population.

### UNIT IV

Probability–definitions –addition and multiplication Rules (only statements) –simple business application problems –probability distribution –expected value concept –theoretical probability distributions – Binomial, Poisson and Normal –Simple problems applied to business.

### UNIT V

Inventory Models –Deterministic –EOQ –EOQ with Price Breaks –Probabilistic Inventory Models –Probabilistic EOQ model –Game theory-zero-sum games: Arithmetic and Graphical Method. Simulation –types of simulation –Monte Carlo simulation –simulation problems. Decision Theory –Pay off tables –decision criteria –decision trees.

### REFERENCE BOOK

1. Statistics for Management –Richard L Levin & Daid S Rubin
2. Statistical Methods –S P Gupta
3. Operations Research –Kanti Swarup, Gupta And Man Mohan
4. Operations Research –Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India  
Note : 20% of the questions shall be theory based 80% of the questions shall be problems



## **SEMESTER II**

### **2.1 MANAGERIAL ECONOMICS**

#### **COURSE OBJECTIVE:**

The main objective of this paper is to understand the use of the tools of economic analysis in classifying problems, in organizing and evaluating information and in comparing alternative solutions.

#### **Unit I:**

Nature and Scope of Managerial Economics. Managerial Economist's Role and Responsibilities. Demand Theory and Analysis including Determinants of Demand. Demand Elasticities - Price, Income, Cross and Advertising; their use in Managerial Decision Making. Utility Analysis Marginal Utility Analysis, Indifference Curve Analysis. Demand Forecasting: Methods and their application.

#### **Unit II:**

Production Analysis: Basic concepts and Production Function, Production Function with one or two variable inputs. Least cost combination: Cobb-Douglas Production function, Cost Analysis: Cost Concepts and Short run and long run cost curves. Revenue Concepts.

#### **Unit III:**

Pricing Analysis: Determinants of price, Objectives of Pricing Methods of Pricing: Product Line Pricing, Cost-Plus Pricing, Pioneer Pricing. Pricing under different market structures: Perfect Competition, Monopoly, Monopolistic and Oligopolistic Market Structure.

#### **Unit IV:**

Profits - Determinants of Short-term & Long-term profits. Classification –Measurement of Profit. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

#### **Unit V:**

National income – alternative concepts and measurement of National Income; Inflation -type, Measurement and control; Fiscal Policy - Taxes & Expenditure, Fiscal imbalance, implications and reforms; Monetary Theory and Policy - Money Demand and Supply.

#### **Reference Text Books**

1. Edwin Mansfield, W. Bruce Allen, Neil A. Doherty, Keith Weigelt,
2. Managerial Economics: Theory, Application and Cases,
3. W. W. Norton & Co. Inc., 5<sup>th</sup> Edition.
4. David Begg, Stanley Fisher, Rudiger Dornbusch, Economics, McGraw-Hill Book Company Limited (U.K.).
5. W.W. Haynes, V.L. Mote and S. Paul, Managerial Economics: Analysis and Cases, Feffers and Simons Pvt. Ltd., Bombay.
6. Michael Bays; Mote, Paul and Gupta, Managerial Economics: Concepts and Cases, Tata McGraw - Hill Publishing Company Limited, New Delhi, 34<sup>th</sup> Edition.
7. Joel Dean, Managerial Economics, Prentice-Hall of India Pvt. Ltd., New Delhi, 1998. Ravindra H. Dholakia, Microeconomics for Management Students, Oxford University Press, Delhi, 2007.

## 2.2 MARKETING MANAGEMENT

### COURSE OBJECTIVE:

To introduce marketing as a business function and a philosophy. To emphasize importance of understanding external environment in marketing decision making. To expose students to a systematic frame work of marketing implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers

### UNIT I INTRODUCTION

Modern Marketing Concept - Social Marketing Concept - Approaches to the study of Marketing - Marketing Segmentation - Meaning - Bases for Segmentation, Benefits - Systems approach - Features of Industrial, Consumer and Services Marketing- Marketing Environment: External factor - Demographic factors - Internal factors - Marketing mix - Four P's in marketing.

### UNIT II BUYER BEHAVIOUR & MARKETING RESEARCH

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection. Marketing Information System – Research Process – Concepts and applications

### UNIT III PRODUCT MIX

Product Mix Management: Product planning and development - Meaning and Process - Test Marketing - Product Failures - Product Life Cycles - Meaning and Stages - Strategies - Managing PLC. Product-Market Integration: Strategies - Product positioning - Diversification - Product line simplification - Planned Obsolescence - Branding Policies and Strategies - Packaging.

### UNIT IV PRICING STRATEGIES

Price Mix Management: Pricing and Pricing Policies - Objectives - Procedures - Methods of price fixing - Administered and Regulated Prices - Pricing and Product Life Cycle - Government Control of Pricing. Physical Distribution Mix: Distribution channel policy - Choice of channel -Channel management - Conflict and Cooperation in channels - Retail Management - Merchandising- Logistic management.

### UNIT V PROMOTIONAL MIX

Promotional Mix: Personal selling vs impersonal selling - Personal selling -Process - Steps in selling - Management of sales force - Recruitment and selection -Training - Compensation Plans - Evaluation of Performance - Advertising -Importance - Objectives –Publicity – Media for Publicity – Issues in handling publicity - Media Planning and Selection - Factors influencing selection - Advertisement copy - Layout - Evaluation of advertising - Advertising budget - Sales Promotion - Methods and practices.

### REFERNCE BOOKS

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole.
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teachingA south Asian perspective, Cengage Learning — 2012.
5. Cundiff, Still &Govani, Fundamentals of Modern Marketing, Prentice Hall.
6. Memoria&Joslii, Fundamental of Marketing.
7. R.S.Pillai&Bhavathi .,Modern Marketing

## **2.3 HUMAN RESOURCE MANAGEMENT**

### **UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

### **UNIT II THE CONCEPT OF BEST FIT EMPLOYEE**

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

### **UNIT III TRAINING AND EXECUTIVE DEVELOPMENT**

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

### **UNIT IV SUSTAINING EMPLOYEE INTEREST**

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

### **UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS**

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

### **REFERENCE BOOK**

1. Dessler Human Resource Management, Pearson Education Limited, 2007
2. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
6. Ivancevich, Human Resource Management, McGraw Hill 2012.
7. Uday Kumar Haldar, JuthikaSarkar. Human Resource management. Oxford. 2012

## 2.4 FINANCIAL MANAGEMENT

### UNIT I

Introduction: Scope– Objectives / goals of financial management – Profit maximization and wealth maximization – Changing role of finance manager.

### UNIT II

Cost of Capital: Factors determining cost of capital – Approaches to determine cost of capital – Weighted average cost of capital – cost of equity and capital assets pricing model – dividend growth model- Leverages – Financial and operating leverages.

### UNIT III

Capital Structure: Planning and policies – Theories – Net income approach – Net operating income approach – M M approach – EBIT – EPS analysis- Factors determining capital structure – Dividend policies – Dividend behaviour.

### UNIT IV

Capital budgeting: Planning of capital expenditure – Control of capital expenditure — Replacement of existing assets - Project generation – Project evaluation – Project selection – Project execution.

### UNIT V

Working capital Management: Concepts of working capital – Need for working capital – Kinds of working capital – Estimating working capital needs – Financing working capital. Investment Portfolio management – Factors affecting investment decisions - Timing of investment decision – Fundamentals of Technical analysis.

## REFERENCE BOOK

1. I.M. Pandey, Financial Management
2. V.K. Bhalla, Financial Management and Policy
3. Prasanna Chandra, Financial Management
4. S. N. Mahaswari, Financial Management
5. Khan and Jain, Financial Management

## **2.5 APPAREL MANUFACTURING TECHNOLOGY**

### **UNIT I**

Introduction to apparel industry – difference between apparel & clothing – clothing psychology - types of product & their role – classification of garments – analysis of various styles – break down analysis – flat sketch drawing – survey on various styles & types of fabric

### **UNIT II**

Introduction to pattern making – various terminologies – importance of measurement in pattern – various tools used in pattern making – making full scale pattern for the following styles basic tee – raglan tee – polo tee – hood style – ladies nightwear – various styles of kids wear – problems in the process – case study on different garment styles

### **UNIT III**

Marker planning & its function - Making of lay plan – orientation & direction – pattern matching – manual & computerized lay plan - types of lay plan – spreading process – requirement & detailed process study – spreading methods – cutting process – process requirements – types of machineries used in cutting

### **UNIT IV**

Classification of stitch – features & functions of stitch class 100,300,400,500,600 – detailed study on seam types – seam performance - feeding system – sewing machine needle – sewing thread types - common sewing faults – thread ticket numbering system - Survey

### **UNIT V**

Introduction to accessory & trims – detailed study on labels, tags, button, zipper, lining, interlining, fasteners – functional role in apparel – fusing process – pressing process

### **REFERENCE BOOK**

1. Clothing Technology by YH.Eberle
2. The Technology of Clothing Manufacturing by Harold Carr & Barbara Latham
3. The Technology of Thread & Seams ; Coats publication

## 2.6WET PROCESS HOUSE MANAGEMENT

### UNIT I

Introduction to wet processing - Quality requirements for water – Water Hardness, Types & Softening methods. Study on the preparatory process for cotton knitted & Woven Fabrics - Singeing – Desizing, Scouring, Mercerization & Bleaching. .

### UNIT II

Introduction to colours - Dyes and pigments - Classification of dyes - Dyes for cellulose, Role of auxiliaries in dyeing process. Dyeing of synthetics and blends - Pigment Padding - Garment Dyeing. After treatment for dyed materials.Possible problems and remedies.

### UNIT III

Introduction to printing - preparatory process for printing - Preparation of printing screen and paste - Methods of printing - Screen, roller and transfer - Styles of printing - Direct, discharge and resist. Garment printing techniques: Plastisol, Flock, Foil and Puff Printing. After treatment for printed materials - Ageing, steaming and curing etc. - - possible problems and remedies.

### UNIT IV

Introduction to finishing - Mechanical finishing: Calendaring, Heat Setting, Compacting, Shearing, Raising and Seuding. Chemical finishing - Softening - Water repellent - Flame retardent, wrinkle free and anti microbial finish.

### UNIT V

Various Types of washes for Garments.Dyeing machines for Woven & Knitted Fabric - Yarn Dyeing Methods.Hydro extractor, Balloon Padding & Driers for Knits. Study on Effluent Treatment & Zero Discharge. Eco friendly Processing.Enzymes for Processing. Study on Eco Labels.

### REFERENCE BOOK

1. Thartman. E.R., *Technology of Scouring and Bleaching*
2. J.T Marsh, *Textile Finishing*
3. WynneA, *The Motivate*
4. Sadov. F. *Chemical Technology of Fibrous materials*

## 2.7 MANAGEMENT INFORMATION SYSTEMS

### UNIT I

Fundamentals of Information systems: Concepts – types of information systems – Systems approach- System development – relevance to modern business organization – components of Information system – Information activities.

### UNIT II

Information systems in business: Transaction processing system – Manufacturing Information system – CAD & CAM – Office automation systems – Information Reporting system – Marketing Information System-HR information system-Financial Information System .

### UNIT III

Electronic Data Interchange: EDI application in business – Value added Networks-Database Management System - data mining and data analytics - Decision support system – Overview of Artificial Intelligence, Neural networks, Fuzzy logic systems, genetic algorithms, data mining – Expert system – Information systems for strategic advantage.

### UNIT IV

Electronic commerce: need – infrastructure requirements – implementation issues – security aspects – collaborative product development. Management of Information systems: Information Resource management – Managing Information services – Planning, Implementing and controlling of Information system.

### UNIT V

Enterprise resource planning: Objectives – need – Vendor analysis – functional modules in ERP – Business process reengineering – implementation –Role of implementation partner.

## REFERENCE BOOK

1. James A. O'Brien, Management Information Systems
2. Laudon and Laudon, Management Information systems
3. Rahul V. Altekhar, Enterprise Resource Planning, Theory and Practice.
4. Richard Hammer, Enterprise Resource Planning.
5. Ravi Kalakota and Andrew whinoton, Frontiers of Electronic Commerce.

### 3.1 ENTREPRENEURSHIP DEVELOPMENT

#### UNIT-I

Entrepreneur- meaning - importance - qualities, types, traits, entrepreneur vs intrapreneur.

Entrepreneurship and economic development - importance- Role of entrepreneurship- entrepreneurial environment – Innovation – Significance of Innovation and Creativity.

#### UNIT-II

Evolution of entrepreneurship-entrepreneurial promotion: Training and developing – Motivating - mobility of entrepreneurs- entrepreneurial change- occupational mobility- factors determining in mobility-Role of consultancy organisations in promoting entrepreneurs-Forms of business

#### UNIT-III

Project Management: Sources of business ideas- project classifications- identifications- formulation and design- feasibility analysis-preparation of business plan and presentation. - Financial analysis- concept and scope- project cost estimate- operating revenue estimate - ~~Ratio analysis~~- investment process - BF analysis-profit analysis-Social cost benefit analysis- project appraisal methods .

#### UNIT-IV:

Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, commercial Banks - Appraisal of bank for loans

Institutional aids for entrepreneurship development- Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau-Approaching Institutions for assistance.

#### UNIT-V:

Setting small scale industries- location analysis -steps in setting up SSI unit- Problems of for entrepreneurs- Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

#### REFERENCE BOOK

1. VasanthDesai :Dynamics of Entrepreneurial Development and Management - Himalaya Publishing House.
2. N.P.Srinivasan& G.P. Gupta - Entrepreneurial Development Sultan Chand & Sons.
3. P.Saravananavelu - Entrepreneurship Development Escapee publications.



### **3.2 RESEARCH METHODOLOGY**

#### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

#### **UNIT II**

Research Design – meaning of Research Design – Need for the Research Design – Types of Research Design – Sampling Design – Meaning- Steps in Sampling design – Criteria for good sample design – Types of Sample Designs – Probability and Non-Probability Samples.

#### **UNIT III**

Measurement and Scaling techniques – Technique of developing measurement tool – important scaling techniques. Data Collection- Types of data sources – Methods of data collection – Selection of appropriate method for data collection – Case study method.

#### **UNIT IV**

Hypothesis : Basic Concepts – Procedure for Hypothesis testing – Tests in Hypothesis – Parametric tests – t –test, Z-test – Non –Parametric test – Chi-Square test, U test, Kruskal Wallis test, Sign test. Multivariate Analysis – Factor analysis – R type – Q –type.

#### **UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

#### **REFERENCE BOOK**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007
5. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
6. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
7. Anderson etal - Assignment and Thesis writing.
8. Uma Sekaran, Research Methods for Business, Wiley Publications.

### 3.3 INTERNATIONAL BUSINESS MANAGEMENT

#### UNIT I

Globalisation of the World economy – Changing nature of International business -Global trade and investment environment –An overview of the trade ~~theory~~ theories – Mercantilism – Absolute advantage – Comparative Advantage – Heckscher-Ohlin theory – The new trade theory – National Competitive advantage – Porters Diamond – The revised case for free trade – Development of World Trading System – WTO and development of world trade – Regional trading blocks.

#### UNIT II

National differences in political economy: Introduction – political systems – economic system – legal system – The determinants of economic development.

Difference in culture: Introduction – Social structure – religion – language – education – culture and work place – cultural change – cross cultural literacy – culture and competitive advantage.

#### UNIT III

Foreign Direct Investment: Horizontal foreign direct investment – Vertical foreign direct investment – Benefits and advantages to host and home countries.

Foreign exchange market: Introduction- functions of Foreign exchange market.

#### UNIT IV

Strategy of International business – Strategy and the firm – profiting from global expansion and pressure for cost reduction and local responsiveness - strategic choice.

Mode of entry and strategic alliances – Entry modes – Selection – Strategic alliances – Making alliances work.

Exporting, importing and counter trade: Promise and pitfalls of exporting – Improving export performance – Export and import financing – Export Promotion – Counter trade.

#### UNIT V

Export procedure and Documentation: Export order execution – Product preparation – Quality control and pre-shipment inspection – packing – freight forwarders – cargo insurance – custom clearances – documentation procedure and clearing export bills.

Import procedure: Import licensing – Replenishment license – Advance Import license –Pass book scheme – Import of Capital Goods.

#### References:

1. Hill, C. W., International Business: Competing in Global Market Place
2. Cateora, P.R., International Marketing
3. Shivaram, International Business
4. Francis Cherunilam, International Business.
5. Onkvisit and Shaw, J.J., International Marketing.

### 3.4 APPAREL PRODUCTION MANAGEMENT

#### Unit I Production, Planning and Control:

Production –function-Duties&responsibilities of production manager-Methods of Production Systems- Scheduling Calculations- CRP : types- measurement & determination of capacity – CRP inputs & outputs. optimum level of production. Materials Management: classification of materials – importance and objectives of Materials Management.

Inventory – classification – inventory control models- factors influencing inventory control – ABC analysis - EOQ. MRP: introduction – concepts and advantages-factors influencing the requirements of inventory. Criteria For Increasing Productivity.

#### Unit II Apparel Product Development:

Developing New Product: Idea Generation, Idea Screening, Concept testing, Business Analysis, the product development Process, group product development, research, Test Marketing, Commercialization.planning to costing - line building - from spec to samples - production selling - three seasons.

#### Unit III Work Study:

Concept And Need – Method Study And Work Measurement – Techniques – Process Chart Symbol – Process Flow Chart – Flow Diagrams – String Diagrams – Multiple Activity Chart – Principles Of Motion Economy – SIMO Chart – Time Study Methods – Standard Time Data – Ergonomics With Special Reference To Garment Industry.

#### Unit IV Enterprise Resource Planning (Erp)

ERP – Origin, concept, Materials Requirement Planning, Manufacturing Resource planning, CIM, SCM, CRM, ERP and MIS – functional analysis; evaluation of ERP Tangible and intangible benefits  
Erp Implementation: ERP implementation – need analysis, feasibility analysis; ERP modules, soft wares, functional requirement specification, ERP consultant; case studies; business process reengineering and process innovation; BPR steps and techniques; implementation approaches; case studies for spinning and weaving mills

#### Unit V Industrial Engineering:

Introduction: History\_ development and scope of industrial engineering - role of industrial engineers concepts and definition of productivity and standard of living causes for low productivity measurement in apparel industry. Maintenance ability Engineering- maintenance concept - maintenance Quality

#### REFERENCE BOOK

1. Sharma S. C., “Management of Systems”, Khanna Publishers, Delhi 1996.
2. Kenneth C., Laudon and Jane Price Laudon, “Management Information systems Managing the digital firm”, Pearson Education Asia.
3. Technology Of Clothing Manufacture – Carr & Latham
4. Apparel Manufacturers Handbook – Jacob Solinger
5. Introduction To Clothing Manufacture – Gerry Cooklin
6. Introduction To Production Management – A. J. Chuter
7. Personal Management And Industrial Relations – Tripathi
8. Industrial Engineering And Management – OP. Khanna

### **3.5 APPAREL TESTING AND QUALITY STANDARDS**

#### **UNIT I:**

Introduction to quality standards- Importance, Benefits- Levels and sources of quality,-standards- British standards & ISO Standards for the Apparel Industry, ISO 9000 & 14000 standards- total quality Managements systems- Eco Labeling & OKO Tex 100 standards -Objectives of testing - Moisture relation and testing - Accuracy of measurement - Presentation and analysis of data - Influence of fibre quality on yarn properties – FQI - Principle and basics of fibre quality testing instruments.

#### **UNIT II:**

Introduction to testing – terminology of testing – selection of samples for testing standard R H and temperature for testing – measurement of moisture regain conditioning woven – shirley moisture meter. Introduction to yarn quality - Application of yarn linear density in knit industries calculation - Evenness Testing based on mass per unit length. Hairiness measurement. Basics of tensile testing instruments. Twist in yarn and its influence on fabric quality. Yarn faults - Causes and remedies.

#### **UNIT III**

Introduction to physical testing of fabrics - Structural properties. A brief study on mechanical properties: Fabric strength: Tensile, tear & bursting strength. Abrasion resistance of fabrics - Introduction to stiffness related properties -Pilling and snag resistance. A brief study on comfort related and transmission properties: Air and water permeability -. Aesthetic properties - Drape. Study on end use specific tests: Dimensional stability - Flammability -Absorbency. Color fastness standards for knitted fabrics and garments -Standard testing procedures - Wash care labels - Various international standards on color fastness. Colour Fastness in Textiles – Crocking test, Perspiration test, Sunlight, laundering, Pressing and dry cleaning aspects, whiteness index, matching cabinets, computer matching.

#### **UNIT IV**

Introduction to fabric quality and apparel industry - Fabric evaluation methods – KES –FAST system - Fabric properties and making up process - Low stress mechanical properties and their impact on tailorability - Fabric Buckling and formability -Sewability: Seam strength - Seam slippage - Needle cutting.

#### **UNIT V :**

Starting a quality control program, implementation of quality system in production line, product specification and analysis using analytical tools. Quality management through inspection, testing and sewing quality tools -Quality costs and customer returns: inspection procedures, AQL and quality control -Quality control in apparel production - Fabric quality standards for various types of garment manufacturers - Testing of sewing threads, zippers, and other accessories such as linings, Interlinings, Buttons, Lace, Snap fasteners.

#### **REFERENCE BOOK**

1. J.E. Booth, Principles of Textile Testing.
2. B.K.Kothari, Testing and quality management.
3. Elliot R. Grover & D.S. Hamby, Hand Book of Textile Testing & Quality Control.
4. Textile testing P.Angappan&gopala Krishnan JK.Publication
5. Pradeep V Metha&Satis K. Bhardwaj, Managing Quality in Apparel Industries.
6. Bureau of Indian Standards, ISI Standards.
7. Technical Manual: American Society for Testing & Materials (ASTM), Vol. 7.1 &7.2.
8. Technical Manual: American Association of Textile Chemist & Colorist (AATCC).
9. An introduction to quality control for the apparel industry, Mehta P V, Marcel Dekker .
10. Physical testing and quality control, vol123, no 1/2/3/ textile institute (1993)

### **3.6 INTERNSHIP**

Students shall be required to undergo Industrial training in Garment industry for the period of one month at the end of I semester and for two months at the end of II semester. An observation report shall be submitted within 2 months of opening of the III semester. A Team consisting of Internal & External Experts will evaluate the Observation Report and conduct the Viva-Voce at the end of the III semester.

#### **4.1 STRATEGIC MANAGEMENT**

##### **UNIT I**

Nature and value of the strategic management – Importance, characteristics, benefits Strategic management elements: Purpose, Mission, Objectives, Strategies, Different levels of strategies – Overall view of Strategic Management process, evolution of mission statement.

##### **UNIT II**

Environment analysis and internal analysis of firm: General environment scanning, competitive environment analysis – Assessing internal environment through functional approach and value chain - SWOT audit – SWOT matrix - Implication – Core competencies – Portfolio analysis – Scenario planning.

##### **UNIT III**

Strategy Formulation: Generic strategies – Grand strategies – Strategies of leading Indian companies –Strategic Management at Corporate level, business level and at functional level with special reference to companies operating in India.

##### **UNIT IV**

Concepts and tools of strategy evaluation: Competitive cost dynamics – experience curve – BCG approach – Cash flow implication – IA-BS Matrix – A.B. Little's Life Cycle approach to strategic planning – Assessment of economic contribution of strategy

##### **UNIT V**

Strategy implementation and control: Various approaches to implementation to strategy – Commander approach – organisation change approach, collaborative approach, cultural approach, creative approach – matching organisation structure with strategy – 7S model – strategic control process – DuPont control model and other quantitative and qualitative tools – M. Porter's approach for globalization .

Incorporate strategy -Diversification, Mergers and Acquisitions, Strategic Alliances & various types of corporate level strategies

#### **REFERENCE BOOK**

1. Glueck and Jauch, Business Policy and Strategic Management
2. Robinson and Pearce, Strategic Management
3. Ramaswamy and Namakumary, Strategic Corporate Planning,
4. Franks, Business Environment and Policy
5. Jimmy Davar and Wadva, Business Policy and planning.

## **4.2RETAIL MANAGEMENT**

### **UNIT I:Strategic Retail Management**

An Introduction to retailing – Building & sustaining Relationships in Retailing -Forms of Retailing -Retail Institutions by ownership - Retail Institutions by store-based strategy .

### **UNIT II:Targeting Customers & Gathering Information**

Consumer Demographics and life-styles –Consumer profiles- Consumer needs and Desires – Shopping Attitudes and Behavior –Consumer decision process. Environmental Factors affecting Consumers. The retail information systems- Gathering information through EDI &UPC.

### **UNIT III: Selecting Store Locations & Managing**

Trading - Area analysis - Site Selection - site Evaluation- Store Layout – Criteria for effective design – Internal ambience – Space for POP material - Organizational Pattern in retailing - Human Resource management in retailing -operations management.

### **UNIT IV:Merchandising Management & Pricing**

Developing Merchandising Plans –Category Management – Implementing merchandise plans – Visual Merchandising – Importance of Visual Merchandising - Inventory Management- Merchandise Forecasting and Budgeting - Pricing in Retailing - Developing retail price Strategy.

### **UNIT V:Communication with the consumer**

Establishing and maintaining retail Image - Promotional Strategy – The significance of retail image –Atmosphere-Elements of Retail Promotional mix, Planning a retail promotional strategy.

#### **Integrating & Controlling the Retail Strength**

Importance of Integrating and controlling – Logistics Management – Case studies and surveys on retailing.

### **REFERENCE:**

- 1.Barry Berman, Joel R. Evans, Retail Management
2. Philips Kotler, Marketing Management
3. Ramaswamy. Namakumari, S. Marketing Management

## **4.3 APPAREL MERCHANDISING MANAGEMENT**

### **UNIT I**

Merchandising: Introduction, Meaning- Apparel Merchandising – Concepts of ‘Six Rights’ – Organisation structure of an apparel industry – Classification of Exporters - Rating or Grading of export houses – Classification of buyers – Export merchandising and retail merchandising – Company profile and its contents

### **UNIT II**

Process flow in apparel industry – Buyer sourcing & communication – Enquiry – Order confirmation – order review and its importance – Planning & programming: Master planning, Scheduling or route card – Factors for route card - programming for yarn, knitting, dyeing, stitching, sampling, accessories – Samples: Meaning & importance – Types of samples – expedition of samples

### **UNIT III**

Inspection and its types – Testing – Check points before cutting - Pilot run or trial run and its importance – Approvals - Types of approvals – Shipping marks – Final inspection procedures – Self, Second and Third party inspection - Effective expedition procedures – Order sheet and its contents – Packing list and its contents – Document formats: order sheet, packing list, invoice, inspection and testing reports etc., - Assortment and its types

### **UNIT IV**

Types of merchandiser - Functions of a merchandiser – Essential requisites of a good merchandiser – Vendor sourcing, evaluation and development – Global sourcing – Vendor nomination by buyers – Reasons for vendor nomination – Documents recording and maintenance – Claims and reasons for claims - Factory audits – Buyer’s code of conducts

### **UNIT V**

Export associations – Apparel Export Promotion Council – Journals and magazines related to apparel and textiles –Trade shows and Fairs – Participation in trade shows – Advantages of trade shows and fairs - Apparel & Textile Trade shows and fairs in India –

### **REFERENCE BOOK**

1. Daragho' Reilly, Jullian J. Gibbs, Building Buyer Relationships.
2. McMillan Publishing Co., Inside the Fashion Business.
3. Strong Elian, Fashion Merchandising.
4. Apparel merchandising – Mr M Krishnakumar
5. Apparel Views, Jan’09, “ Apparel Merchandising – The concept of six rights ”

## **4.4 SUPPLY CHAIN MANAGEMENT**

### **UNIT I:Basics of Supply Chain Management**

Basic Elements of Supply Chain – Just In Time (JIT) – Total Quality Management (TQM) - Enterprise Resource Planning (ERP) - Demand Planning - Capacity Management.  
Demand Management - Sales and Operations Planning - Master Scheduling

### **UNIT II: Purchasing Essentials**

Introduction to Function of Purchasing in Manufacturing or Service Enterprise - Purchasing Responsibilities, Objectives, Organization, and Personnel requirements - Purchasing Policy And Systems - The Role of the Computer In Regulating Purchasing, Planning, Transactions, And Information Retrieval - Acquisition Of Purchased Materials - Development of Sources of Supply - and Quality Assurance, and Determination, Cost and Price Analysis, Make or Buy Decisions, The Role of Standardization, and Value Analysis.

### **UNIT III:Strategic Resource Management**

Competitive Market Issues; Choices Affecting Facilities; Supply Chain; Information Technology; And Organizational Design; Configuring And Integrating Internal Processes; Evaluating And Managing Projects.

### **UNIT IV:Advanced Purchasing**

Ethical Considerations in Purchasing, Legal Environment and Contract Cancellations. Criteria and Rating System to Evaluate and Manage Supplier Performance, Managing Contracts and Resolve Order Differences with Suppliers.The Role of Technology and Paperless Purchasing.

### **UNIT V:Business Negotiations**

Various Negotiation Tactics and Techniques - Buyer-Seller Communication - Negotiation of Contracts and Agreements with Vendors. The Strengths and Weaknesses of Strategies Used by Both Buyers and Suppliers - Appropriate Approach for Reaching the Desired Outcome (Case Study).

### **References :**

1. Stock &Ellram: Fundamentals of Logistic Management.
2. William Capacino, Supply Chain Management, Basis and Beyond.
3. B.S. Sahay, Supply Chain Management for Global Competitiveness.

## **4.5 PROJECT WORK**

Students have to undertake project in the areas of Garment Manufacturing industry. At the end of the third semester, students have to submit the project proposal for approval. A Team consisting of Internal & External Examiners will evaluate the Project Report submitted at the end of the fourth semester. The Viva-Voce will be conducted.