

ANDHRA UNIVERSITY

2012

Regulations relating to

MASTER OF BUSINESS ADMINISTRATION (Retail Management) DEGREE

(With effect from 2012 - 2013)

Andhra University is the first University which started 2 year M.B.A. (Retail Management) Course in the country. The curriculum is innovative and is designed to address revolutionary changes that are taking place in the retail marketing environment throughout the country in recent times.

1. Candidates seeking admission into MBA (Retail Management) course need to get qualified in ICET. The admission will be made through centralized online counseling organized by A.P. State Council for Higher Education. The eligibility criteria for ICET are a pass in any Bachelor's Degree (other than B.F.A. & B.A., (OL) of Andhra University or any other University recognized by the Academic Senate as equivalent thereto.

2. The course and scope of instruction shall be as defined in the syllabus prescribed.

3. (a) The candidate shall be required to take examination at the end of each semester as detailed in the Scheme of Examination. Each paper of the examination shall unless otherwise prescribed, be of three hours duration and carry 70 marks; with two internal examinations carrying 30 marks for each paper (average of the two internals will be taken as internal assessment marks).

(b) A candidate shall be declared to have passed the examination if he/she obtains not less than 40% of the total marks in each subject. All other candidates shall be deemed to have failed in the examination.

Candidates who have completed the course in each semester and have earned the necessary attendance shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous semester end examination (s). Such candidates may be permitted to appear for the examination of earlier semesters with the examinations of later semester simultaneously.

4. The scheme of instruction and the Scheme of Examination shall be as given in Annexure-I.

5. Notwithstanding anything contained in the above regulations in the case of Project Report/Dissertation and Viva-Voce examination a candidate shall obtain not less than 50% of marks to be declared to have passed in the examination.

6. Candidates shall put in class attendance at the College for not less than 75% of the total number of working days. Condonation for shortage of attendance may be granted on the

recommendation of the Principal/Director of the College concerned up to an extent of 15 per cent. If a candidate represents the university efficiently at games, sports and other officially organized extra curricular activities, it will be deemed that he has attended the college on the day he/she is absent for this purpose

7. The names of the successful candidates at the examination shall be arranged in the order in which they are registered for the examination on the basis of total marks obtained by each candidate in all the semester examinations put together.

I class with distinction: Those who obtain 70% and above, I Class: Those who obtain 60% and above but less than 70%, II Class: Those who obtain 50% and above but less than 60%, III Class: Those who obtain 40% and above but less than 50%.

Only those candidates who appeared and passed the examination in the first attempt in all papers of the **four** semesters in the examination are eligible to be placed in the first class with distinction. However, no candidate who has not passed all the papers relating to any semester at the first appearance shall be eligible for the award of any medals or prizes by the University and to receive certificates of rank obtained by them in the examination.

8. Internship: Candidate shall undergo practical training in a Retail Organization for a minimum period of 6 weeks at the end of 2nd Semester and submit a report thereon along with a certificate obtained from the Retail Organization. The purpose of the internship is primarily to demonstrate the application of knowledge and skills acquired during the program, by studying and analyzing the work situation in a systematic manner while suggesting solutions to the management. Each student is required to study the organization under the guidance of a faculty member of the department. The student is required to make a presentation on internship before a committee. The completed internship report should be submitted to the Head of the department 15 days in advancement of commencement of the Viva-Vice. The internship report carries 100 marks and viva-voce on internship carries 100 marks.

9. Paper Setting: Question paper setting for all the subjects of all the semesters shall be entrusted to external examiners approved by the P.G, Board of Studies. The question papers shall be set on 'Unit System' pattern.

10. Evaluation: M.B.A. (Retail Management) two years course is a professional course, which come in the management discipline. For all academic and other examination related aspects, it comes under P.G. Board of Commerce and Management Studies of the University.

The University shall prepare examination schedule. The P.G. Board of Studies will prepare the list of paper setters. The answer scripts of all the papers shall be subjected to double valuation. All those who have completed a minimum of three years of regularized

experience in teaching M.B.A. Course shall be appointed as examiners for this purpose. The variation between first and second valuation shall be dealt with as per the rules of the University.

11. Project Report: During the fourth semester the student will have to make an empirical study on a research problem in the area of retailing and submit a report, which carries 100 marks. The students have also to face a Viva-Voce, which carries 100 marks. The objective of the project study is to provide the student an opportunity to study the impact of organizational policies and programs of retail companies, to understand the retail environment and to practically apply the research methodology. The student should carry the project under the guidance if teacher guide from the department.

12. Improvement Provision: Candidates declared to have passed Master Degree Courses in Business Administration under Semester System obtaining third or second class may reappear again for the same examination to improve their class as per the University rules in force. A first class student who gets below 65% marks is also eligible for improvement if he wants more than 65% marks.

13. Evaluation: Each paper will carry 70 marks examination to be held at the end of each semester. The duration of written examination for each paper shall be three hours.

14. Each paper is for 100 marks divided into external for 70 marks and internal for 30 marks.

15. The first year end Viva Voce Examination Committee consists of the following members.

1. Head of the Department (Convener)
2. Two subject experts (Internal) nominated by the Vice-Chancellor.

The Viva Voce Committee for the second year end Viva-Voce examination consists of the following members.

1. Head of the Department (Convener)
2. Executive from a Corporate retail organization
3. Subject expert (Internal) nominated by the Vice-Chancellor.
4. Chairman, P.G.Board of Studies in Commerce & Management

Each member of the Committee will award marks based on the performance of a student at Viva voce examination and submit the same in sealed cover to the convener of the committee. The Convener averages the marks and sends the marks statement along with originals to the Controller of Examinations of the University.

MBA-FT Retail Management (COURSE STRUCTURE)

			Int.	Ext.	Total	Hrs/	Credits
			Week				
SEMESTER-I							
1	101	Perspectives of Management & OB	30	70	100	4	4
2	102	Fundamentals of Retail Management	30	70	100	4	4
3	103	Business Environment (India & International)	30	70	100	4	4
4	104	Managerial Economics	30	70	100	4	4
5	105	Managerial Communication Skills	30	70	100	4	4
6	106	Corporate Legal Framework & Taxation	30	70	100	4	4
7	107	Accounting for Management	30	70	100	4	4
SEMESTER-II							
1	201	Marketing Management	30	70	100	4	4
2	202	Financial Management	30	70	100	4	4
3	203	Human Resource Management	30	70	100	4	4
4	204	Retail Shoppers' Behavior and CRM	30	70	100	4	4
5	205	Operations Research	30	70	100	4	4
6	206	Strategic Management	30	70	100	4	4
7	207	Quantitative Techniques for Management	30	70	100	4	4
		Internship report (six weeks)		100		6	
		Viva-Voce		100		6	
SEMESTER-III							
1	301	Services Marketing	30	70	100	4	4
2	302	Merchandise Management	30	70	100	4	4
3	303	Retail Franchising and Brand Management	30	70	100	4	4
4	304	Store Operations	30	70	100	4	4
5	305	Retail Communications	30	70	100	4	4
6	306	Supply Chain Management	30	70	100	4	4
7	307	Research Methodology	30	70	100	4	4
SEMESTER -IV							
1	401	Visual Merchandising	30	70	100	4	4
2	402	E- Retailing	30	70	100	4	4
3	403	Product category Management	30	70	100	4	4
4	404	International Retailing and Benchmark practices	30	70	100	4	4

5	405	Sales Management	30	70	100	4
		Project survey Report			100	6
		Comprehensive Viva Voce			100	6
		GRAND TOTAL			3000	128

101 Perspectives of Management & OB

The objective of this course is to familiarize the students with basic management concepts and the process of organization.

- Unit I** Management: Definition, Scope and Importance, Principles of Management- Functions of Management.
- Unit II** Planning - Nature- Purpose and Importance of Planning -Types of Plans, Steps in Planning, Planning premises and forecasting, Process of Decision Making.
- Unit III** Organization - Importance and Universals of Organizations, Designing Organization Structure - Functional Product - Geographic - Matrix / Hybrid Structure, Delegation, Decentralization, Span of Control.
- Unit IV** Staffing, Leadership Theories and Styles, Motivation – Maslow theory - Herzberg theory, Individual Behavior - Learning - Personality - Perception Group Dynamics.
- Unit V** Control, Principles, Process and Techniques of Control, Organizational Culture.

(Case study is compulsory in all the units)

Reference Books:

1. *James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbirth Jr. -Management, Prentice Hall of India.*
2. *Heinz Weighrich and Harold Koontz - Essential of Management, Tata McGraw Hill, International..*
3. *Ricky W. Giffin - Management 8" Edition (2005 Indian Adaptation), Wiley India, New Delhi.*
4. *Stepen Robbins and Mary Colder — Management, prentice Hall of India.*
5. *Tripathy and Reddy - Principles of Management, Tata McGraw Hill.*
6. *A. Pardhasaradhy & R. Satya Raju - Management. Text and Cases, Prentice Hall of India.*

102 Fundamentals of Retail Management

The objective of this course is to familiarize the students with retail management concepts and operations.

- Unit I** Basic concept of retailing – retail development – types of retailers – multi channel retailing – organized retailing in India – services retailing.
- Unit II.** Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.
- Unit III** Retail location – types, location opportunities – selection of location and site: financial strategy –strategic profit model – setting and measuring performance objectives.
- Unit IV** Store lay out and design, store operations and inventory management-merchandise planning, buying merchandise – developing assortment plan.
- Unit V** Retail pricing strategy, category management, customer services – retail branding- international retailing.

Reference books:

1. Michael lacy, Barton A Weitz and Ajay Pandit, *Retail management*, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
2. KVC Madaan, *Fundamental of retailing*, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
3. Swapna Pradhan, *Retail management*, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
4. David Gilbert, *Retail Marketing Management*, Pearson Education, New Delhi.
5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, *Retail Management*, Oxford University Press.
6. Gibson G Vedamani, *Retail Management*, Jaico Publishing House, New Delhi.

103Business Environment

Objective: The objective behind introducing this course is to acquaint the students with the various domestic factors, changes in foreign countries, changing foreign exchange rates that influence retail business.

Unit I Socio-Cultural, Economic, Legal, Political, Technological environment at national and international level- impact of business environment on Retailing Business, Changing trends in Indian Retailing.

Unit II Concept of Retailing, special characteristics of Retailing, Emergence of organized Retailing, Retail Strategy with respect to specific product categories like Food Products, Restaurants, Health and Beauty, Home Furniture, and Household Goods, Clothing and Foot Wear, Durable Goods, Petro Retailing, and Retail Banking.

Unit III Industrial Policy 1991 and changes afterwards and their impact on establishment of companies- Foreign Technology Flow - Patents and Brand names flow — Capital flow(with special reference to Retail Business). The position before and the changes after liberalization and globalization

Unit IV Role of International Trade in the development of a country, the development of International Retailing - opportunities and threats in Retailing, Motives and reasons for International Retail Trade.

Unit V WTO and its impact on imports and exports of consumer goods like Clothes, Garments, Leather Goods, Gems and Jewellery - Pharmaceuticals Products, Processed Food Products and Fruits. Foreign exchange- Changes in Exchange Rates and their influence on Goods and Services

Reference Books:

1. *Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.*
2. *David Gilbert, Retail Marketing Management, Pearson Education.*
3. *Francis Cherunilm International Business - Text and cases, Himalaya Publishers Ltd.*
4. *S.K. Mishra & V.K. Ruri, Economic Environment of Business, Himalaya Publishers Ltd.*
5. *Pandey G.N., Environmental Management, Vikas Publishing House.*
6. *Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.*

104 Managerial Economics

Objective: *The objective of this course to enable the students to understand economic concepts and theories and their application in Retail Business.*

- UNIT I** Introduction: Nature and Scope of Business Economics; Objectives of the Firm - Theory of Firm, Sales and Revenue Maximizing Theories, Managerial and Behavioral Theories; Profit Maximization vs. Wealth Maximization;
- UNIT II** Consumer Behavior: Utility and Satisfaction; Measurement of Utility; Cardinal Utility Theory - Law of Diminishing Marginal Utility, Law of Equi-marginal Utility; Ordinal Utility Theory - Indifference curve analysis.
- UNIT III** Demand Analysis: Determinants of Demand, Demand Function; Law of Demand; Elasticity of Demand - Types of **Elasticity** and Its Managerial uses; Demand forecasting - Methods for existing and new products. Business Forecasting - Nature and Scope of Forecasting and different methods of Business Forecasting and their advantages and disadvantages.
- UNIT IV** Market Analysis: Perfect Competition, Monopoly; Imperfect competition -Price and Output determination under Monopolistic Competition, Oligopoly and Duopoly.
- UNIT V** Pricing Methods and Profit Analysis: Cost oriented pricing methods - full cost pricing and Marginal cost pricing, Target Return Pricing, Retail Pricing and Price Discrimination in general and in monopoly; Meaning of Profit, Limiting Factors of Profit, Criteria for Standard Profit: Theories of Profit.

Recommended Books:

1. Dean, Joel: *Managerial Economics*, Prentice Hall
2. Peterson H. Craig, Lewis W. Chris and Jain Sudhir K: *Managerial Economics*, Pearson Education/Prentice Hall, 2006.
3. Trivedi M.L.: *Managerial Economics, 'Theory and Applications*, Tata McGraw Hill Publishing Company, 2002.
4. Mehta, P.L.: *Managerial Economics, Text and Cases*, S.Chand & Co.
5. Varshney, R.L. and Maheswari, K.L.: *Managerial Economics*, S.Chand & Co, Delhi.

105 **Managerial Communication Skills**

Objective: To equip students with the necessary skills of communication for managing people in business.

Unit I: Role of Communication in Business – Objectives of Communication – The Process of Human Communication; Media of Communication (Written, Oral, Visual, Audio-Visual Communication, Silence).

UnitII: Listening skills; Non–verbal Communication; Cross-Cultural communication

Unit-III: Managing Organizational Communication - Formal and Informal Communication- Inter-Personal Communication; Models for Inter-Personal Communication (Exchange Theory, Johari Window, Transactional Analysis).

Unit-IV: Intra personal communication (role of motivation, perception and emotion in Inter Personal Communication) - Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication.

Unit-V: Business Writing Skills; Oral Presentations; Use of Technology in Business Communication. Report Writing (Structure of Reports, formal and informal reports)

(Case Study is compulsory in all Units)

Suggested Books:

1. Bovee, Thill and Schatzman, *Business Communication Today*, Pearson, New Delhi.
2. K Bhardwaj, *Professional Communication*, IK Int Pub House, New Delhi
3. McGrath, *Basic Managerial Skills for All*, 5th ed., Prentice Hall of India.
4. Meenalshi Raman—*Business Communication*, Oxford University Press.
5. Lesikar I Flatley, *Basic Business Communication*, Tata McGraw Hill.
6. Wofford, Jerloff and Cummins "Communication for Organisational effectiveness".

106 Corporate Legal Framework & Taxation

Objective: The objective of this course is to provide basic level of knowledge about business laws, service tax and VAT.

- Unit I** The Indian Contract Act, 1872: Introduction, Classification of Contracts - Offer and acceptance - Consideration - Capacity - Free consent - Legality of object - Discharge - Breach and its remedies of a contract.
- Unit II** The Sale of Goods Act, 1930: Introduction, Distinction between sale and agreement to sell - Conditions and warranties - Transfer of property (ownership) of goods — Performance of the contract of sale - Rights of an unpaid seller.
- Unit III** The Consumer Protection Act, 1986: Introduction, Rights of Consumer - Machinery for Redressal of Consumer Grievances. Package Commodities Order - Salient features of Standards of Weights and Measures Act.
- Unit IV** Service Tax: Introduction, Constitutional validity; levy of service tax - threshold exemptions, general exemptions, exclusions, taxation of services - rate of tax, registration formalities, books and records; filling of returns and assessments.
- Unit V** VAT - Definitions, Incidence, Levy and Calculation of Tax; Registration; Returns and Assessments, Appeals and Revisions.

Reference Books:

1. N.C. Kuchhel- "*Business Law*", Vikas Publishing Company, New Delhi.
2. P.C Tulisan - "*Business Law*", Tata-McGraw-Hill, New Delhi.
3. S.S. Gulshan & Kapoor — "*Business Law including Company Law*", New Age International Publishers.
4. K. Rama Mohana Rao - "*Consumer Protection in India*", Kalyani Publishers, Ludhiana.
5. A. Narasimha Rao ■- "*VAT: AP Value Added Tax Act, 2005*", S. Gosia & Co., Hyderabad.
6. TVR Satya Prasad- "*Service Tax-Made Easy*", Asia Law House, Hyderabad.

107: ACCOUNTING FOR MANAGEMENT

Objective: to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making

Unit-I : Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account in Modern Organization

Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)

Unit- III: Elements of Cost–Cost Sheet Preparation – Absorption Vs Marginal Costing – Cost –Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach –Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Unit- V: Budgeting – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting. .

(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
3. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
4. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
5. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.

201 Marketing Management

Objective: To develop an understanding of the concepts, issues and strategies in marketing and its management.

Unit I: Core concepts of Marketing(Needs & wants, markets, exchange, demand, customer value and satisfaction, marketing and marketing management, marketing tasks ; Company orientations toward market place; Marketing and customer value; Marketing trends and challenges

Unit II: Marketing Environment Analysis (micro and macro); Marketing Information system and Research; Consumer Behavior (cultural, social, personal and psychological factors and purchase decision process); Competition Analysis and Strategies

Unit III: Market Segmentation, targeting and Positioning; Marketing Mix Strategy; Product Strategy; New Product Development process

Unit IV: Product Life Cycle Management; Branding and Packaging; Pricing Strategy; Designing and Managing Value Delivery Networks and Channels

Unit V: Integrating Marketing Communications; Mass Communication through Advertising Sales Promotion & Events and Public Relations; Personal Communication Channels (Direct Marketing and Personal Selling); Managing the Holistic Marketing Organization.

(Case Study is compulsory in all Units)

Suggested Books

1. Philip Kotler, Keller, Koshy & Jha, **Marketing Management**, Pearson, New Delhi
2. Michel J. Etzel, Bruce J. Walker, William J. Stanton and Ajay Pandit, **Marketing**, TATA McGraw-Hill Publishing Company, New Delhi.
3. Ramaswamy and Namkumari, **Marketing Management**, MACMILLAN Publishers India Pvt. Ltd. New Delhi
4. Rajan Sexena, **Marketing Management**, TATA McGraw-Hill Publishing Company, New Delhi
5. William D. Perreault, Jr. and E. Jerome Mc Carthy, **Basic Marketing**, TATA McGraw-Hill Publishing Company, New Delhi

202 Financial Management

Objective: to equip the students with basic principals of Financial Management and Techniques.

Unit- I: Nature , Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager – Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis.

Unit-II: Financing Decision: Financial Leverage – EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure Theories of Capital Structure.

Unit – III: Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.

Unit – V: Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. *Brealey, Myers, Allen and Mohanty, Principles of Fin Management, TataMcGrawhill, ND*
2. *Pandey IM - Financial Management, Vikas, New Delhi*
3. *JC Varshney, Financial Management, Wisdom, Delhi*
4. *Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi*
5. *James C. Van Horne -- Financial Management & Policy, Prentice Hall of India.*

203 Human Resource Management

Objective: To develop an understanding of the concepts, issues and strategies in human resource management

Unit-I Human Resource Management - Scope and objectives - Role and functions - HR challenges - Emerging global scenario.

Unit-II Human Resource Policy and Planning - Developing HR policies - HR planning process - Recruitment and Selection - Job analysis - Promotions and transfers.

Unit-III Training and Development - Organization of training programs - Measurement of training effectiveness - Training methods and techniques - Performance appraisal methods - Merits and limitations.

Unit - IV Compensation and welfare - Principles of salary administration - Methods of wage payment - Job evaluation - Incentives schemes - Welfare facilities.

Unit - V Managing sales force - Understanding diversity and motivating salesman - Creating organization culture - Counseling mentoring.

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Suggested Books:

1. *Human Resource Management, Desslerr, Prentic Hall of India, New Delhi.*
2. *Human Resource Management, Biswajeet Paltanayak, Prentic Hall of India, New Delhi.*
3. *Human Resource Management: Principles and Prctice, P.G. Aquinas, Vikas Publishing House.*
4. *Human Resource in Retailing, Lamba, Tata McGraw Hill.*
5. *Sales Administration: Principles and Problems, Bettrand R. Canfield, Prentic Hall of India.*

204 Retail Shoppers' Behavior and CRM

Objective: To enlighten the students with the Concepts and Practical applications of Consumer Behaviour and CRM

Unit I: Importance of the study of consumer behavior; Determinants of Consumer Behaviour; Consumer and marketing strategy; The new age consumer.

Unit II: Consumer motivation; Perception; Learning; Attitude formation and change; Attitude measurement techniques.

Unit III: Personality and self concept; Social influences (family, reference group); Cultural influences; Different of innovations.

Unit IV: Consumer decision making process; Models of consumer decision making (Howard- Seth, Angel, kollof and Blackwell, Nicosia models); Organizational consumer behavior; Post purchase behavior.

Unit V: CRM concept and applications; CRM frame work (CRM goals, organizational system, interaction process); E-CRM;

(Case Study is compulsory in all Units)

Suggested Books:

1. Leon G Schiffman, Leslie Lazar Kanuk and S. Ramesh Kumar: **Consumer Behaviour**, Pearson, New Delhi
2. Hawkins, Best and Coney: **Consumer Behaviour ; Building Marketing Strategy**, Tata McGraw Hill, New Delhi.
3. Michael R. Solomon: **Consumer Behaviour**, Prentice Hall of India, New Delhi
4. Jill Dyche: **The CRM hand Book**, Pearson, New Delhi

205 Operations Research

Objective: to make the students familiar with principles and techniques of Operations Research and their applications in decision-making.

Unit – I: Importance and Scope of Operations Research – Linear Programming – Graphic Method – Simplex Method – Big-M Method – Dual L.P. and Its Applications.

Unit – II: Transportation Problem – Assignment Problem – queuing Theory – M/M/I and M/M/C Models.

Unit – III: Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

Unit – IV : Game Theory – Two Person Zero sum Games – Pure Strategies – Mixed Strategies – Dominance Principle – Graphic and Algebraic Method – Linear Programming Approach – Simulation – Simulation Inventory and Waiting Lines.

Unit – V: Project Management – PERT and CPM – Crash Time – Crash Cost Trade Off – Resource Leveling and Resource Allocation – Non-Linear Programming Model Formulation – Graphic Method of Solving Simple Problems.

(Case Studies are compulsory in all units)

Suggested Books:

1. Kalavarthy, S. Operations Research, Vikas Publishers House Pvt Ltd.,
2. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
3. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
4. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill , New Delhi.
5. JK Sharma Operation Research – Theory and Applications, MacMillan

206: STRATEGIC MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications and Process of the Strategic Management

Unit-1: Overview of Strategic Management of Strategic Management -- Strategic Management Model – Business Ethics and Strategic Management.

Unit-II: Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Diversification strategies- Michael Porter Generic Strategies

Unit-III: Strategic formulation: Environmental Analysis – External and industry analysis – Internal analysis –Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice.

Unit-IV: Strategic Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

Unit – V: Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control – Mechanism for strategic control.

(Case Study is compulsory in all Units)

Suggested Books

1. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey , Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.

207 Quantitative Techniques for Management

Objective: The objective of this paper is to acquaint the students with various quantitative techniques useful in managing retailing organization effectively.

- Unit I** Importance and application of Quantitative techniques in Business decisions. Probability Theory: Definition - Addition theorem, conditional probability - Multiplication theorem - Bayes's theorem - Random Variable - Distribution function - p.m.f - p.d.f. - Expectation of a random variable. Probability Distributions and their characteristics - Binomial - Poisson and Normal.
- Unit II** Correlation and Regression Analysis, concepts of multiple regression, Partial and multiple correlations. Sampling and sampling distributions - Estimation - Point and interval estimates of averages and proportions of small and large samples. Concept of testing of hypothesis — one sample and two sample tests for mean and proportions and tests for their differences. Chi-square test of independence and goodness of fit test.
- Unit III** Operations Research: Nature, scope and importance. General methods of deriving solution. Linear program -- formulation of the problem, graphical solution - simplex method - big M method - Duality and dual simplex method Transportation and assignment problems.
- Unit IV** Integer programming - Gomory's fractional cut and Branch and Bound methods. Inventory management: Introduction, types of inventory, analysis and structure of inventory models. EOQ, Quantity discounts, price break approach. EOQ model with shortages.
- Unit V** Decision analysis: Types of decision models, decision models with Uncertainty, EMV, EOL, EVPI, Decision Tree Analysis. Network analysis: PERT, CPM.

Recommended Books:

1. Misra: *Quantitative techniques for Management*, Excel Publications.
2. Bany Render et al: *Quantitative Analysis for Management*, Prentice hall of India.
3. Shenoy et al: *QT for Management*, New Age (International) Pvt., Ltd.
4. C.R. Kothari, *QT*, Vikas Publications.
5. Boot and Cox: *Statistical analysis for managerial decisions*, Tata McGraw Hill.
6. S.D. Sharma: *Operations Research*.
7. Gupta. P.K and Man Mohan: *OR and Quantitative Analysis*, Sultan Chandra and Co.

301 Services Marketing

Objective: To enlighten the students with the Concepts and Practical applications of Services Marketing.

Unit I: Importance of services marketing; Service characteristics and Marketing challenges; Reasons for growth of services sector; Services sector in the Indian economy.

Unit II: Consumer behaviors in services (Zone of tolerance, service perceptions and expectations); Services strategy (Service triangle (Case Study is compulsory in all Units), Service marketing mix); Market segmentation; Services demand and capacity management.

Unit III: Services product management (Basic service package, CVH, service flower, New service development, service life cycle); Services branding and positioning; physical evidence; Pricing of services.

Unit IV: Service Distribution strategies; Internal marketing; External marketing; Interactive marketing (Service encounter, Management of moments of truth, Interaction process design and efficiency).

Unit V: Service quality management (Gap model, SERVQUAL); Total quality services marketing; Services failures and recovery strategies

(Case Studies are Compulsory)

Suggested Books:

1. *K.Rama Mohana Rao: Services Marketing, Pearson, 2 Ed. New Delhi.*
2. *Valeri Zeithmal, Mary Jo Binter, Dwayne D Gremler and Ajay Pandit: Services Marketing, Tata McGraw Hill, New Delhi.*
3. *Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson, New Delhi.*
4. *Christian Gronroos: Services Management and Marketing, Maxwell Macmillan.*
5. *Harsh V. Verma, Services Marketing, Pearson, New Delhi.*

302 Merchandise Management

Objective: To develop an understanding of the concepts, issues and strategies in
Merchandise management

- Unit-I** Merchandising philosophy - Introduction: Developing Merchandising plans - Setting objectives, Buying organization formats and processes, Devising merchandising plans. Category management, Merchandise software.
- Unit-II** Buying systems - Merchandise budget plans, Branding strategies, International sourcing decisions.
- Unit - III** Financial Merchandise Management - The cost and retail methods of accounting, Financial inventory control.
- Unit - IV** Merchandise Pricing - Pricing strategies, Approaches for setting prices, Price adjustments.
- Unit - V** Merchandise inventory management - Store layout, Design, and Visual merchandising space planning, Merchandise presentation techniques.

Reference books:

1. Swapna Pradhan, *Retail Merchandising*, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
2. Berry Bennan and Joel Evans. *Retail Management*, TATA McGraw- Hill Publishing Company, New Delhi
3. Michael lacy, Barton A Weitz and Ajay Pandit, *Retail management*, Tata Mc Graw Hill Education Pvt. Ltd. New Delhi.
4. Davvidgilbert, *Retail Management*, Pearson Education.

303 Retail Franchising and Brand Management

Objective: To develop an understanding of the concepts, issues and strategies in Retail franchising and Brand management

Unit I Development of retail franchising in India and abroad- Franchising strategy- Retailing and Vertical Marketing Systems-Models of franchising.

Unit II Preparing for franchising-Investigating and evaluating franchisees- Financial aspects and legal aspects of franchising- Managing franchise relationships

Unit III Concept of Brand - Brand functions - Brand Loyalty and Equity - Brand Stretching and Extensions - Strategic Brand Management Process - Identifying and establishing brand positioning and values - Planning and implementing Brand Marketing Programs - Measuring and interpreting Brand performance.

Unit IV Growing and sustaining Brand equity - Criteria for choosing Branding elements to build Brand equity - Marketing Programs to build Brand equity -Developing Brand Equity measurement and Management system.

Unit V Branding in Retail Business - The retailer as a Brand - The role of own label - Retailers perspective towards Manufactures and their Brands -Emerging trends in Branding of Retail Business.

Reference Books

1. *Manish V Sidhpuria, Retail Franchising, Tata Mc Graw Hill Company, New Delhi*
2. *Kevin Lane Keller, Strategic Brand Management, Pearson Education Inc. 2004.*
3. *Mathur, U.C., Brand Management - Text and Cases, Macmillan India Ltd., 2006.*
4. *Geofferey Randall, Branding, Kogan Page India (P) Ltd., 2004.*
5. *Chunnawalla, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.*

304 Store Operations

Objective: To develop an understanding of the issues, practices and strategies in store operations

- Unit I** Introduction to store operations- pre- store opening; merchandise sourcing and filling, support of human and other resources, ACE, loss prevention-distribution centre -store opening and closing.
- Unit II** Retail Arithmetic: stock value, sales value, growth, sales and productivity calculation, bill value, basket value, line fill, case fill, stock turn, stock valuation and verification, accounts receivable, day to day cash management, budgeting, dump and shrink calculation and control, gift voucher management.
- Unit III.** Stock management: stock check, negative stock, stock quality, returns and defective goods, gap check, product line management. Receiving stock – prioritizing-planogramming- End cap display.
- Unit IV** Store Audit; store appearance, presentation, customer services, stock, storage, cleanliness. HR in operations; recruitment; on bounding, training, grievance handling, loss prevention and shrinkage control.
- Unit V** Customer Service- customer loyalty programs- customer feed back. Furniture and fittings; ‘A’ boards, queuing system, counters, data strips displays, etc. Customer convenience and experience management.

Reference Books:

1. *Sriram, B Iyer: Retail store operations, Tata Mc Graw Hill Education pvt. Ltd, New Delhi.*
2. *Vishal Agarwal, Store Operations, Biztantra, Talash.com.*
3. *Sriram Iyer, Retail store Operations, Book Shop of India.*
4. *Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.*

305 Retail Communications

Objective: To develop an understanding of the need, importance and strategies in retail communications

- Unit I** Importance of retail communication- Communications for customers – communications for retail professionals. The communications model – elements of marketing communications- I M C- communication budget.
- Unit II** Customer communications – advertising, personal selling, sales promotion, publicity and public relations, events and experience, direct marketing – media planning, message development- communication program planning, execution and evaluation.
- Unit III** Advertising: Creative strategy and copy writing – Copy writing pyramid – Different types of appeals – copy layout. Direct response advertising – Catalogs, direct mail Telemarketing, Internet advertising – International advertising – Media planning – Media mix decisions – Developing media strategy- popular media vehicles used in Retail sector –Law and Regulations.
- Unit IV** Sales promotion: The scope and role of sales promotion - Consumer-Oriented sales promotion Techniques -Coordinating sales promotion with other tools of market promotion. Major Decisions in Sales Promotion - Establishing objectives -Selecting consumer - Promotion Tools - Developing the program -Pre-testing the program - Implementing & Controlling the program -Evaluating Results
- Unit V.** Communication to retail professionals – communication forms, communication challenges for retail sales persons. Communication in customer interactions – effective listening, team communication, non verbal communication in sales.

Reference books:

- 1) *M. Ashraf Rizvi and Ramneek Kapoor, Communication for Retail Professionals, Tata Mc Graw Hill Education pvt. Ltd, New Delhi.*
- 2) *William Wills, John Brunet and Sandra Mariarty : Advertising Principles and practice, 5th edition, Pearson , New Delhi.*
- 3) *S.A. Chunnawala, Advertising Sales and Promotion Management, Himalaya Publishers, Mumbai.*
- 4) *Kazim SHH., & Satish K.Batra, Advertising and Sales Promotion, Excel Books*

306 Supply Chain Management

Objective: The objective of this course is to introduce basic concepts and process of Supply Chain Management with a focused approach to Retailing Management.

Unit -1 Introduction to Supply Chain - Concept - Need and Evolution. Approaches, phases and processes of supply chain drivers and obstacles. SC strategies - strategic fit and scope.

Unit-II Planning Demand and Supply in SCM - Demand forecasting, aggregate planning, managing predictable variability. Customer Service and Integration of Technology in SCM(IT & E business)

Unit-III Inventory planning and managing inventory in SCM - Factors affecting inventory approaches and methods to manage inventory

Unit- IV Sourcing and Logistics - Purchasing & Sourcing Decisions in Supply Chain Management - Transportation, Logistics, Warehousing, Containerisation and packaging.

Unit-V Designing SC Network - Distribution network-Performance management and control. Benchmarking, Gap Analysis and Balance Score Card for Supply chain management.

Suggested Books:

1. *Sunil Chopra and Peter M, SCM-Strategy, Planning & Operation, PHI*
2. *Rahul VAttekar, SCM-Concepts & Cases, PHI*
3. *Mohanty RP, & Deshmukh SG, Essentials of SCM, Jaico*
4. *Mentzer, John T., Fundamentals of SCM-Twelve Drivers of Competitive Advantage, Sage*
5. *Agarwal DK, Logistics & SCM, Mac Millan, India*

307 Research Methodology

Objective: To equip the students with the basic understanding of research methodology and to provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit – I: Meaning and Importance of Research – Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

Unit – II: Research Design – Exploratory Research – Descriptive Research – Causal Research – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non-Probability Sampling – Convenience Sampling – Judgment Sampling – Quota Sampling.

Unit – III: Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Unit – IV: Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

Unit – V: Non Parametric Tests – Kolmogorov – Smirnov Test – Runs Test for Randomness – Sign Test – Median Test – Multivariate Analysis – Multiple Regression Analysis – Concepts and Application of Discriminate Analysis and Factor Analysis.

Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornbill, *Research Methods for Business Students*, Pearson, ND
2. Churchill, Iacobucci & Israel, *Marketing Research: A South Asian Perspective*, Cengage, New Delhi
3. C.R. Kothari, *Research Methodology*, New Age International.
4. Carver & Nash, *Data Analysis with SPSS*, Cengage, New Delhi
5. Alan Bryman & Emma Bell, *Business Research Methods*, Oxford University Press.

401 Visual Merchandising

Objective: To develop an understanding of the concepts, issues and strategies in visual merchandising

- Unit-I** Evolution, significance and basics of visual merchandising; retail store site and design, image mix- display elements.
- Unit-II.** Store exterior and interiors- AIDCS. Design and colour blocking, signage and understanding materials.
- Unit-III** Visual merchandising and planning-Store planning and fixtures, Circulation plan, planograms.
- Unit-IV** Merchandise presentation: window displays; hands on visual merchandising-visual merchandise tool kit- quality and process in visual merchandising.
- Unit-V** Experiential retailing-The Role of Visual merchandiser- visual merchandising in India.

Reference books:

1. Swati Bhalla and Anuraag S., *Visual merchandising*, Tata Mc Graw Hill Education Pvt. Ltd, New Delhi.
2. Martin M Pegler, *Visual merchandising and Display*, Fashion Books. Amazon.com
3. Tony Morgan, *Visual Merchandising, : Window and In-store Displays for Retail*, Laurence king Publishers
4. Hearst Books, *Visual Merchandising*, St. Publications.

402 E- Retailing

Objective: Objective of this course is to introduce basic E-Commerce concepts and its applications in retailing process and explain techniques of E-Commerce.

Unit-I Introduction: The concepts of E-Commerce, E-Business and E-Marketing, Evolution of E-Commerce, E-Commerce Vs Traditional Commerce, Net work infrastructure for E-Commerce, Internet, Extranet. Prospects in India.

Unit-II E-Commerce applications: Consumer Applications, Organisation Applications, Procurement - Online Marketing and Advertisement, Online Interactive Retailing, E-Commerce - Business Models: B2B, B2C, C2C, B2 Government, Government to Government, E-Business, Storefronts, Infomediary.

Unit-III E-Marketing: Information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery. Internet as an advertising media. Web retailing, Characteristics of web users, Role of the web, store- based retailer, Process of website development. E-Retailing/reverse Marketing.

Unit-IV E-Security: E Security Issues - Hacking, Spoofing and viruses: Network Security and Transaction Security, Cryptology, Digital Signatures, Security protocols for web commerce, Cyber laws - IT Act, 2000.

Unit-V Electronic Payment Systems: Introduction to payment systems, On-line payment systems-Prepaid E - payment systems, Post - paid E-payment systems, E-Cash or Digital Cash, E-Cheques, Credit cards. Smart cards, Debit cards.

Suggested Books

1. Jeffrey F. Rayport c£ Bernard J. Jaworski: *Indlroduction to E-Commerce*, Tata Mc-Graw Hill.
2. Kalakota & Winston- *Frontier of E-commerce*, Pearson Education.
3. David Whitely: *E-t ommerce - strategy technologies and applications*, Tata Mc-Graw Hill.
4. Kamalesh K. Bajaj 6: Debjani Nag: *E-commerce - The cutting edge of business*, Tata Mc-Graw Hill.
5. Efrain Turban, Jae Lee Kavid King and H. Michael Chung: *E-commerce - A Managerial Perspective*, Pearson Publication.

403 **Product category Management**

Objective: To develop an understanding of the concepts, issues and strategies in Product category management

- Unit -I.** The concept of category management- Influence of category management on other functions of retail- The 8 step process of category management- The applications and methodology for category management (SKU, Master Data files).
- Unit -II.** Data analysis – dimensions and steps, use of pivot tables- Preparation of configuration analysis chart and determination of optimum stocks- analysis of sales trends in sub-category.
- Unit -III.** Analysis of basic performance parameters; sell through ratio, sales-to-stock ratio, benchmark level, sales window. Profit margins in CM- Applications of simplex method in category management.
- Unit -IV.** Merchandise purchase plan and category management- preparation of OTB plan, unit planning method, sales curve. Sales and stock feedback and replenishments; key elements of sales feedback-The system of replenishment.
- Unit -V.** Category management analysis: product planning chart, samples estimation chart, procurement plan -strategic issues in CM; SWOT analysis, PLC, category roles, alternative portfolio model, identification of potential product categories. Promotion, range planning and visual merchandising.

Reference Books:

1. R.M. Chiplunkar : *Product Category Management, Tata Mc Graw Hill Education pvt. Ltd, New Delhi.*
2. Nielsen Marketing Research, *Category Management: Positioning Your Organization to Win, Amazon.com.*
3. ACNielsen, *Consumer-Centric Category Management : How to Increase Profits by Managing Categories based on Consumer Needs. Amazon.com.*

404 International Retailing and Benchmark Practices

Objective: To develop an understanding of the Benchmark practices and strategies in retail management internationally

Unit -1 International Retailing: An over view

1. Introduction to International Retailing
2. Type of Retailers
3. Multi Channel Retailing
4. Global Customer Buying Behavior

Unit - II International Retailing Strategy - An Over View

1. Retail Market Strategy
2. Finance Strategy
3. Location Strategy
4. HR Strategy

Unit - III Retailing Practices - USA (Case Studies)

1. Wal-Mart
2. Kroger
3. Albertsons
4. JC Penny

Unit - IV Retailing Practices - EU (Case Studies)

1. J. Sainsbury (UK)
2. Carrefour (France)
3. Metro (Germany)
4. Ahold (Netherlands)

Unit - V Retailing Practices - ASIA (Case Studies)

1. Ito - Yokada (Japan)
2. Lianhua (China)
3. Big Bazar (India)
4. Reliance (India)

References:

1. Levy & Weitz, *Retail Management*, Tata McGraw Hill, New Delhi, 2005 (Unit 1 & 2)
2. Hand out to be prepared from various websites of companies for unit

405 Sales Management

Objective: To develop an understanding of the concepts, issues and strategies in sales management

Unit I: Sales management and modern Trends– personal selling objectives- sales related marketing policies- formulation of sales strategy.

Unit II: Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations- Role of sales executive

Unit III : Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – Time and Territory Management – Sales Quotas.

Unit IV: Recruitment – Selection and Training of Salesmen – Salesmen’s Compensation Plans,

Unit V: Managing sales expenses- Sales meetings and contests-Evaluation of Salesmen’s Performance and controlling.

(Case Studies are Compulsory)

Suggested Books:

1. Richard R.Still, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, strategies and Cases – Prentice Hall.
2. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
3. Aftab Alam, Sales and Distribution Management, Wisdom Publications
4. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
5. Panda – Sales & Distribution Management, Oxford University Press.