## Annexure-1

### MBA-(Retail Management) COURSE STRUCTURE (CBCS)

wef from 2015-16 Admitted Batch

<table>
<thead>
<tr>
<th>Week</th>
<th>Core Paper</th>
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<th>Hrs/ Crdits</th>
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<td><strong>SEMESTER-I</strong></td>
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<td>1</td>
<td>Perspectives of Management</td>
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<td>2</td>
<td>Accounting for Management</td>
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<td>3</td>
<td>Business Environment</td>
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<td>4</td>
<td>Managerial Communication</td>
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<td>5</td>
<td>Managerial Economics</td>
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<td>6</td>
<td>Organizational Behaviour</td>
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<td>Quantitative Techniques for Management</td>
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<td><strong>SEMESTER-II</strong></td>
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<td>Marketing Management</td>
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<td>2</td>
<td>Financial Management</td>
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<td>3</td>
<td>Human Resource Management</td>
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<td>Research Methodology for Management</td>
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<td>Operations Management</td>
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<td>Corporate Legal Frame Work</td>
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<td>3</td>
<td>Corporate Governance &amp; Ethics</td>
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<td>80</td>
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<td>4</td>
<td>Digital Governance</td>
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<td>Project Management</td>
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<td>Viva-Voce</td>
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<td><strong>SEMESTER-III</strong></td>
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<td>1</td>
<td>Ethics and Moral Values</td>
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<td>2</td>
<td>Fundamentals of Retail Management</td>
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<td>3</td>
<td>Retail Shoppers Behaviour &amp; CRM</td>
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<td>4</td>
<td>Merchandise Management</td>
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<td>5</td>
<td>Services Marketing</td>
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<td>6</td>
<td>Retail Franchising</td>
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<td>7</td>
<td>Store Operations</td>
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<td>Retail Communications</td>
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<td>Retail Communications</td>
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<td>10</td>
<td>Human Factor in Retail Business / Sales force Management</td>
<td>20</td>
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<td>11</td>
<td>Entrepreneurships in Retail Business</td>
<td>20</td>
<td>80</td>
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<td>12</td>
<td>Retail Brand Management</td>
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<td>13</td>
<td>Marketing Research</td>
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<td>Core Paper</td>
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<td>Supply Chain Management</td>
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<td>Elective Choose any Four</td>
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<td>1</td>
<td>Visual Merchandising</td>
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<td>2</td>
<td>E-Retailing</td>
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<td>International Retailing &amp; Bench Mark</td>
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<td>Marketing of Health care services</td>
<td>20</td>
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<td>Multi Brand Retailing</td>
<td>20</td>
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<td>7</td>
<td>Hotel &amp; Caterize Management</td>
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<td>8</td>
<td>Retail Banking</td>
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<td>Project survey Report</td>
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<td>Comprehensive Viva Voce</td>
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**CP: 1 PERSPECTIVES OF MANAGEMENT**

**Objective:** to familiarize the students with the theory and practice 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-Decision Tree Analysis.


Unit- V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management.

(Case Study is compulsory in all Units)

Suggested Books:

3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage, New Delhi
7. Prem Vrat, KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
CP:2 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 – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)


(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
10. Porwal, LS, Accounting Theory, TMH, New Delhi
Objective: to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.


Unit-II: Structure of Indian Economy; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors Multinational Corporations, Impact of Multinational Corporations in Indian Economy.

Unit-III Industrial policies of the Govt., Policy resolutions of 1956 and 1991 and subsequent changes, Monetary and Fiscal policies, Export and Import policies with reference to latest policies.

Unit – IV: Public Sector and Small Industry in India, Past, Present and Future of Public Sector, Performance, Problems, Privatisation, disinvestment, SEZs – their role, Role of SSIs, Procedure for establishing SSIs, Role of DICs, Problems of SSIs, Sickness in SSIs..


(Case Study is compulsory in all Units)

Suggested Books:

5. Govt. of India – Latest Economic Survey.
6. latest, Handbook of Industrial policy and Statistics – 2009-2010
7. Competition Act
Objective: To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.


Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication


Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
Objective: to enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm-Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis: Demand-Meansing, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting, Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and Constant Elasticity of Substitution - Production Function; Cost concepts and Cost Oriented Pricing Methods.

Unit-IV Market Analysis: Price and Output Determination under Perfect Competition; Profit-Meaning and Profit Theories-Profit Planning-Measurement.


(Case Study is compulsory in all Units)

Suggested Books:
1. Dean, Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Csaes, S.Chand & Co
8. Attmanad; Managerial Economics, Excel publications.
CP:6 ORGANISATIONAL BEHAVIOUR

(The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit – II: Motivation-Theories, Group dynamics – Leaderships styles..

Unit –III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit – V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness..

(Case Studies are Compulsory)

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organisational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall
CP:7 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Functions, Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.


Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:
1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantitative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
7. S.P.Gupta Statistical Methods for Management
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai
MBA II SEMESTER

CP:1 MARKETING MANAGEMENT

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

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.


(Case Study is compulsory in all Units)

Suggested Books
1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning,Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
CP:2 FINANCIAL MANAGEMENT

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


*(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
Objective: to equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment.

Unit-I: Introduction: Definition and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM.

Unit –II: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques.

Unit –III: Training and Development – Need, Process, Methods and Techniques, Evaluation, Management Development; Evaluating Employee Performance; Career Development and Counselling.

Unit – IV: Compensation – Concepts and Principles; Influencing Factors; Current Trends in Compensation – Methods of Payment – Incentives and Rewards.


(Case Study is compulsory in all Units)

Suggested Books:

3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
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.


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
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai
(Choose any Three)

Elective: 1 OPERATIONS MANAGEMENT

Objective: to acquaint the students with decision making process and various aspects of Production Management.


(Case Study is compulsory in all Units)

Suggested Books:

2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai
Elective: 2 CORPORATE LEGAL FRAMEWORK

(Objective: The course is designed to assist students in understanding basic laws affecting a Business Enterprise.)


SUGGESTED BOOKS:

** N.D.Kapoor—Commercial Law—Sultan chand publishers, New Delhi.

**S N Maheswaru & Suneed Maheswari—Commercial Laws—Mayoor Paper Backs—NOIDA

** Tulisian P.C.—Business Laws—Tata Mc Graswhill Publishing house—New Delhi


** Avatar Singh—Mercantile Law--EBC—New Delhi.
**Elective: 4 CORPORATE GOVERNANCE & ETHICS**

**Objectives:** This course exposes the students to the various concepts of Corporate Governance and business ethics and provides an in-depth study of various issues there under.

**Unit I:** Corporate Governance – concept -meaning – scope – need – Corporate Governance mechanism – Corporate Governance and stakeholders – Investors protection – obligation to investors – obligation to employees – obligation to customers – managerial obligation – obligation to government – Corporate governance and value maximization.

**Unit II:** Historical perspective of Corporate Governance – World Bank on Corporate Governance – OECD Principles – Mckinsey survey on corporate governance – Sarbanes-Oxley Act 2002 – Indian Committees and guidelines and corporate governance- Naresh Chandra committee – Narayana murthy committee - J.J.Irani committee- Kumar mangalam birla committee – The Confederation of Indian industry’s Initiatives – SEBI initiatives – Corporate Governance practices in India.

**Unit III:** Corporate Governance and role of Board of directors – Role of Board – governance issues relating to the Board – the role of directors – independent directors – Clause 49 of Listing agreement – Directors’ remuneration – Corporate Governance Reporting and Best practices.

**Unit IV:** Corporate Governance and the role of Audit committees – role, duties and responsibilities of auditors –types of auditors –corporate governance and internal auditors – cost audit methodology – quality audit –Naresh Chandra Committee report on Corporate audit and governance.


Suggested books:


2. Dr. Singh, Corporate Governance: Global concepts and practices.

3. ICSI, Corporate Governance – Modules of Best Practices.

4. Report on Corporate excellence on a sustained basis, Dr. M.R.Rao, Director, IIMB.
Elective: 5 DIGITAL GOVERNANCE

Objective: to make the students familiarised with the concept of digital governance and its application for rural and urban development along with its status in India.

Unit I: Introduction: Governance in Digital Age (Introduction of ICTs in administration, Technological Adaptation, Reorganisation of Adminstrative Structure & Institutions) – Meaning, scope and importance of e-governance-Evolution of e-governance.

Unit II: Theories of e-governance-Models of e-governance-National e-governance plans.

Unit III: Application & Techniques of e-governance in rural development, urban administration, economic development.


Books for Reference:

1. Patrick Dunbleavy, Helen Margetts, Simon Bastow and Jane Tinkler, Digital Era Governance: IT Corporations, The State and E-Government, Oxford University, UK.


Elective: 6 PROJECT MANAGEMENT

Objective: The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management


Unit II: Market feasibility - Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections.


Unit V: Project Management – project implementation and review - Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis – behavioral issues in project abandonment – administrative aspects of project abandonment.

Suggested Books:
5. Singh M.K, “Project Evaluation and Management”.
THIRD SEMESTER

CP: 1 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:**

5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
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, kollot 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
CP: 3 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:**


Elective: Choose any Four

Elective: 1 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:

Elective: 2. RETAIL FRANCHISING

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 McGraw Hill Company, New Delhi
Elective: 3. 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 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:
3. Sriram Iyer, Retail store Operations, Book Shop of India.
Elective: 4 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:
4) Kazim SHH., & Satish K.Batra, Advertising and Sales Promotion, Excel Books
Objectives:

- To consider the special human resource environment of retailing
- To describe the principles and practices involved with the human resource management process in retailing
- To gain a solid understanding of professional B2B sales including its planning and staffing, structure, and evaluation
- To understand how to manage and motivate a professional B2B sales force from the perspectives of a sales manager (authority) and a marketing manager (influence)

Unit I: Role of human factor in retail business: Introduction, Different personnel functions of a sales manager, Quantitative and qualitative requirements of sales force planning – Structure of Sales force, Strategic role of sales force.

Unit II: Recruitment and selection of sales force: Job analysis and determination of selection criteria, recruitment sources, Personal characteristics and sales aptitude: criteria for selecting sales personnel, selection procedure; testing sales ability.

Unit III: Sales force training and development: objectives, techniques for new recruits and experienced sales personnel, sales training methods; Areas of sales Training: Company Specific Knowledge, product knowledge, Industry and Market trend Knowledge, and Customer education evaluation.

Unit IV: Salesperson compensation and incentives: characteristics of sales compensation plans; compensation and incentives; straight salary, commission and combination plans; sales contests and rewards; expense accounts.

Unit V: Salesperson performance: Behavior, Role; Motivating the Sales Team; Motivation Programs; Performance measures-objective and subjective; Analysis of sales, Costs and Profitability, Evaluation of sales force performance.

Suggested Readings:
Elective: 6 ENTREPRENEURSHIPS IN RETAIL BUSINESS

Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business management, so as to prepare them to establish and a new enterprise and effectively manage the same.

Unit – I: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit – II: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme.


Unit – IV: Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit – V: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

(Case Studies are Compulsory)

Suggested Books:

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
**Objective:** To make the student aware about the brand power in retail marketing and to understand the strategies required to enhance the power of brand.

| UNIT 1 | **Perspectives on Retailing**  
|        | World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing-Types of Retailers-Multichannel Retailing-Customer Buying Behavior |

| UNIT 2 | **Retailing strategy and planning**  

| UNIT 3 | **Branding perspectives**  
|        | What is brand- Branding challenges and opportunities, the brand equity concept, strategic brand management process. |

| UNIT 4 | **Branding Strategies**  
|        | Identifying and establishing brand positioning and values, customer based brand equity, steps of brand building, brand building implications, brand positioning and values, positioning guidelines, defining and establishing brand values |

| UNIT 5 | **Brand Planning**  
|        | Planning and implementing brand marketing programs, choosing brand elements to build brand equity, options and tactics for brand elements, designing marketing programs to build brand equity, product strategy, pricing strategy, channel strategy, Integrating marketing communications, to build brand equity, leveraging secondary brand knowledge to build brand equity. |

**Reference:**

- Strategic brand management- Kevin Keller- Pearson Education
- RETAILING MANGEMENT by Levy and Weitz. Tata McGraw-Hill
- Brand management The Indian Context – Y L R Moorthi –Vikas Publication
- Product Management by Donald R Lehmann and Russel S Winner, Irwin/McGraw Hill
- Retail Management, Barry Berman- PHI, 9/E
- Retail Marketing Management, David Gilbert- Pearson Education 1/e
- RETAILBIZ, Magazine
Elective: 8 MARKETING RESEARCH

UNIT-I Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system

UNIT-II Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal.


UNIT-IV Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods.

UNIT-V Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

References
1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaum
4. Marketing Research – Beri
6. Marketing Research –Aakar, Kumar, Day
FOURTH SEMESTER

CP:1 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 -I**  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.


**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
5. Agarwal DK, Logistics & SCM, Mac Millan, India
Elective Choose any Four

Elective: 1 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:


3. Tony Morgan, Visual Merchandising,: Window and In-store Displays for Retail, Laurence king Publishers

Elective: 2 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-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

2. Kalakota & Winston- Frontier of E-commerce, Pearson Education.
Elective:3 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:


3. Aftab Alam, Sales and Distribution Management, Wisdom Publications


5. Panda—Sales & Distribution Management, Oxford University Press.
Elective: 4 INTERNATIONAL RETAILMING & BENCHMARK

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

Unit - I  International Retailing: An overview
1. Introduction to International Retailing
2. Type of Retailers
3. Multi Channel Retailing
4. Global Customer Buying Behavior
5.

Unit - II  International Retailing Strategy - An Overview
1. Retail Market Strategy
2. Finance Strategy
3. Location Strategy
4. HR Strategy
5.

Unit - III  Retailing Practices - USA (Case Studies)
1. Wal-Mart
2. Kroger
3. Albertsons
4. JC Penny
5.

Unit - IV  Retailing Practices - EU (Case Studies)
1. J. Sainsbury (UK)
2. Carrefour (France)
3. Metro (Germany)
4. Ahold (Netherlands)
5.

Unit - V  Retailing Practices - ASIA (Case Studies)
1. Ito - Yokada (Japan)
2. Lianhua (China)
3. Big Bazar (India)
4. Reliance (India)
5.

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
Elective: 5 MARKETING OF HEALTH CARE SERVICES

UNIT – 1 Core concepts of Marketing – Marketing Environment Analysis – Competition Analysis – The scope of Hospital Services Marketing. Classical Management & Health Care Services - Organization Theory & Health Services Management


UNIT – 4 Internal marketing – Importance and Objectives – Roles of a service employee – Internal marketing strategies ; External marketing – Promotional mix – Promotional campaign design ; Interactive marketing.


References

4. Management process in Health care - S.Srinivasan
5. Hospital and facilities planning and Design - G.D.Kunders
OBJECTIVE: The main objective of this course is to bring out the difference between Multi-brand and single brand retailing and make the students understand the strategies required for successful operation of Multi-brand Retailing.


Unit-II Concept- Definition and Importance of Single Brand Retail - Concept and Definition of Multi Brand Retail –History of FDI in Single Brand retail in India-History of FDI in Multi Brand Retail in India-The pros and cons of allowing FDI in Single Brand retail in India-The pros and cons of allowing FDI in Multi Brand Retail in India-Government of India Policy on FDI in Single Brand Retail and FDI in Multiband retail.

Unit-III Retail marketing and promotion: Nature and scope of relationship marketing- Market strategies, retail research - Understanding the retail customer: Retail market - population analysis, demographic analysis- consumer Behaviour. Retail promotion Mix: - Retail promotion programme- Retail advertising media promotional budget. Customer services: importance of customer services - services quality gaps- service recovery.

Unit-IV Information system in retailing: Acquiring and using information strategies- technology in retail- information sources- retail information system- latest computer applications in Retail business.

Unit-V Retailing in India: Evolution and trends in organized retailing- Indian organized retail market- FDI in Indian organized retail sector- retail scenario in India- future trends of retail in India.

Ethical and legal issues in Retailing-Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.

References:
- Suja Nair “Retail Management”, Himalaya Publishing House
Elective: 7 HOTEL & CATERIZE MANAGEMENT

Unit : IFRONT OFFICE
• Introduction to Hotel Industry • To Define Target Market & explain intangibility of service and potential • Advantages & Disadvantages of different types of Hotel Ownerships & Affiliations to describe the Introduction of Automation of Hotels • To define mission and create organization charts • Classify the Hotel’s functional areas and discuss • The nature and uses of Job Description/Specification • Classification of Hotels • To Describe the various F.O Dept and describe how the organization is likely to differ in large and small hotels • Types of Rooms • Tariff Structure & plans • Sections of F.O and their Importance.

Unit : II FOOD PRODUCTION Part I
To Introduce the Historical progression leading to modern cookery • History of cooking • Aims & Objective • Cooking –art or science To impart knowledge about different kitchen equipment • Heavy and Light equipment • Utensils & Knives • Care & maintenance • Use To impart Knowledge of various culinary terms, level of skill, attitude towards work, behaviour & personal hygiene • Western & Culinary terms

Unit : III FOOD PRODUCTION Part II
• Personal grooming, hygiene & uniform • Do’s and don’ts while working in the kitchen To understand the functioning of Food Production Dept. • Organizational structure • Layout • Duties & responsibilities • Interdepartmental relations Foundation ingredients & their role in F.P • Composition of different ingredients & the action of heat on fat, carbohydrates, proteins, vitamins & minerals. Classification of cooking factors • Classification according to function like – fats, raising agents, sweetening agents, egg, liquids/stock flavouring & seasoning, thickening To understand the methods of Preparation • Mis-en-place • Methods of mixing To understand the texture of cooked food products • Various textures • Faults and remedies

Unit: IV HOUSEKEEPING AND LAUNDRY OPERATIONS
• An overview of the position of H/K in the Hospitality Industry • List of functions of the H/K Dept. • H/K working towards ‘Customer delight’ • Why is H/K indispensable • Organisation of the Hotel • Staff Hierarchy, lines of Authority & areas of responsibility • Vertical & horizontal coordination within & outside the Dept. • Areas of responsibility of the H/K Dept. • Essential qualities in H/K staff • Effective communications skills, interpersonal skills & good grooming standards • Duties of staff at the managerial level • Duties of staff at the Operational level • Duties of staff at the supervisory level • Glossary of H/K terms • Abbreviations commonly used in H/K • Types of Rooms & suites • Various status of Rooms • Amenities provided in standard, superior & deluxe rooms • VIP amenities • Items provided on request • Placement of Supplies in a room • General principles of cleaning • Cleaning Schedules • Daily, weekly & Spring Cleaning • Morning & evening service • Second service • Daily cleaning in a Department room • Planning a weekly cleaning schedule • Public area cleaning methods & Schedules

Unit : V Food & Beverage Service
Aims and objectives of first aid Qualities and responsibilities of a first aider. Study of human physical anatomy • Skeleton system • Respiratory system • Circulatory system • Excretory system • Nervous system • Reproductive system First aid procedure for different accidents. • Hemorrhage • Asphyxia • Shock and unconsciousness • Cardiac arrest • Burns • Insect bite • Snake bite • Poisoning • Injury Nursing Preparation of first aid box.

Books Recommended:
1. Classic cocktails by Stuart Walton, Suzannah Olivier, Joanna Farrow – Lorenz books,
2. Bar & Cocktails by Michael Jackson, Mitchell Beazley
3. The Bartender”s guide by Peter Bohrmann – Greenwich edition London
7. Food Hygiene and Sanitation, S. Roday, Tata Mc Graw-Hill
8. Managing with the HACCP System, Ronald Cichy
9. Supervising Food Safety, Richard Sprenger, Published by Highfield, Co. UK. Limited.
Elective: 8 RETAIL BANKING

Objective: To enable the students familiarising with operational aspects of retail banking products and developing suitable strategies to broaden the retail client base.

Unit-I: Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, products development process, Liabilities and Assets Products, Approval process for retail loans, credit scoring.

Unit-II Important Retail asset products: Home loans, Auto/vehicle loans, Personal loans, Educational loans -Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments / Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points; Other products/Remittances/Funds Transfer

Unit-III: Retail Strategies: Tie-up with institutions for retail loans; Delivery Channels-Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking; Selling process in retail products; Customer Relationship Management-Role and impact of customer relationship management, stages in CRM process; Technology for retail banking

Unit-IV: Trends in Retailing-New products like insurance, Demat services, online/phone banking, property services, investment advisory/wealth management, Reverse Mortgage-Growth of e-banking, Cross selling opportunities

Unit-V: Recovery of Retail Loans-Defaults, Rescheduling, recovery process-SARAFAESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines

(Case Studies are compulsory)

Suggested Readings:

2. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai
4. Uppal;, RK,& Bishnupriya N, Modern Banking in India, New Century Publications, New Delhi
5. Uppal, RK, Banking Services and IT, New Century Publications, New Delhi
7. Indian Institute of Banking & Finance, Retail Banking, Mumbai