ANDHRA UNIVERSITY

2006

Regulations relating to

MASTER OF BUSINESS ADMINISTRATION
(Retail Management)

(With effect from 2006 - 2007)

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 counselling organized by A.P. State Council for Higher Education. The eligibility criteria for ICET is a pass in any Bachelor's Degree (other than B.F.A. & B.A., (OL) of Andhra University or any other University recognised 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 85 marks; with two internal examinations carrying 15 marks for each paper.

(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/Observational study report 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. Practical Training: Candidate shall undergo practical training in a Retail Organisation for a minimum period of 12 weeks in the IV Semester and submit a report thereon along with a practical training certificate obtained from the Retail Organisation. Practical training shall be guided by a teacher of the course and certified by the teacher guide.

The purpose of the project work is primarily to demonstrate the application of knowledge and skills acquired during the three semesters of the programme, by studying and analysing a selected problem in the work situation in a systematic manner while suggesting solutions to the management. It is desirable that the sponsoring organisation has to identify the areas of project study for their participants at the beginning of the training programme itself. Each student is required to study the problem under the guidance of a faculty member of the department. The student is required to make a presentation on the topic he has selected for his Project Study, before a committee consisting of three teachers of the course. The student should report the progress of his project study to his guide periodically.

The completed project should be submitted to the Head at the end of the IV Semester 15 days in advance of commencement of the Viva-Vice.

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 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. Observational Study: At the end of the II Semester the student will have to make an observational study for Three weeks in a corporate retail organisation and submit: a report, which carries 50 marks. First year end comprehensive viva will be conducted which carries 50 marks. At the end of the I year the students have also to face a Viva-Voce, which carries 50 marks.

The objective of the observations study is to provide practical exposure to the student, the functions, operations and managerial aspects of retail organisations. The students are required to observe the proceedings of the retail business for 21 days and submit a report: not exceeding 50 pages in his or her own hand writing for evaluation. The First year end Viva voce committee members evaluate the report and award marks. The average of the marks awarded by the Committee members will be the marks scored by a candidate.

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 85 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 85 marks and internal for 15 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 organisation
   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 send the marks statement along with originals to the Controller of Examinations of the University.
# ANDHRA UNIVERSITY DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES

## MBA - RETAIL MANAGEMENT

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RM 101: PERSPECTIVES OF MANAGEMENT & ORGANISATIONAL BEHAVIOR

The objective of this paper 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 V  Control, Principles, Process and Techniques of Control, Organisational Culture.

(Case study is compulsory in all the units)

Reference Books:

10. Udai pareek- Organisational Behavior, Oxford University Press.
RM 102: BUSINESS ECONOMICS

The objective of this course is 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 Behavioural Theories; Profit Maximization Vs. Wealth Maximization;

UNIT II

UNIT III
Demand Analysis: Demand - Meaning, 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, Criteria for good forecasting method. 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

Recommended Books:
1. Dean, Joel: Managerial Economics, Prentice Hall
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
Business Environment: various factors like Socio-Cultural, Economic, Legal, Political, Technological domestic and international level and their impact on Retailing Business, Retailing and Economy.

Unit II
Concept of Retailing, classification of Retailing Units, special characteristics of Retailing, Emergence of organized Retailing, Traditional Retail Formats, Modern Retail Formats in India, 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 (low 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, Retail Institutions by ownership various retail institutions like Wall Mart and Other International Retail Units. 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 its Definition, Changes in Exchange Rate 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.
4. Francis Cherunilm International Business - Text and cases, Himalaya Publishers Ltd.
RM 104: QUANTITATIVE METHODS IN RETAILING

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

Unit I

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

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, EVP1, Decision Tree Analysis. Network analysis: PERT, CPM.

Recommended Books:

2. Bany Render el al: Quantitative Analysis for Management, Prentic hall of India.
6. S.D. Sharma: Opera'ions Research.
The objective of this course is to provide basic level of knowledge about business laws, service tax and VAT.

Unit I

Unit II

Unit III

Unit IV
Service Tax: Introduction, Constitutional validity; levy of service tax - threshold exemptions, general exemptions, not applicable, 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:
The objective of this paper is to provide an understanding on required Business Communication Skills.

Unit-I: Importance of Communication; Objectives of Communication; The Human Communication Process; Non Verbal Communication

Unit-II: Written Communication; Oral Communication; Listening Skills; Technology enabled Business Communications

Unit-III: Communication barriers; Gateways of effective communication; Business Writing and Correspondence; Organisation of Meetings and Conferences

Unit-IV: Business conversations and instructions; Business reports and proposals; Business presentations and negotiation skills; Communication with Groups

Unit-V: Cross Cultural Communication; Human Communication Styles; Interpersonal trust and interpersonal influence: Ethics in Business Communication

Recommended Books:

1. Wofford, Jerloff and Cummins "Organisational Communications".
2. Bovee, Thill and Schatzman "Business Communication Today", Pearson Education
RM 107: ACCOUNTING & FINANCE FOR RETAIL ORGANISATIONS

The objective of this paper is to create awareness about the accounting procedures, cost concepts and working capital practices in Retail Management

Unit 1

Unit II
Accounting for Merchandising Transactions - Income measurement for a Merchandising company — Revenue from sales - Cost of goods sold - Operating expenses - Work sheet for Merchandising Company - Classified Financial Statements.

Unit III
Introduction to costing - Cost concepts - Cost classification - CVP analysis - BEP calculation - Cost control - Cost reduction technique and tools in Retail business.

Unit IV
Management of Working Capital - Meaning - Significance - Types; Factors Determining working capital needs in retail business - optimum working capital — working capital cycle.

Unit V
Management of Debtors - Objectives - Credit standard norms - Credit analysis - Determination of credit policy - Management of cash - Motives -Cash planning and control - preparation of cash budget in Retail Management.

Reference Books:

1. R. Narayana Swamy - "Financial Accounting - A Managerial Perspective"
2. Jain and Narang - "Cost Accounting"
3. PC. Tulsian — "Financial Accounting"
4. Manash Dutt - "Cost. Accounting: Principles and Practice "
5. S.N. Maheswari - "Financial Management"
6. R.M. Srivastava — "Financial Management"

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RM 201: MARKETING MANAGEMENT

The objective of this course is to introduce basic concepts and process of Marketing Management with a focused approach to Retailing Marketing and its Management.

Unit-I  
Marketing - Meaning, Definition, Importance, Evolution - Marketing in Business Sector, Service Sector, Non Profit Section and International Sector.

Unit-II  

Unit-III  
Planning Marketing Programmers - Managing product lines, brands, packaging - Marketing services - Pricing policies - Managing marketing channel - Managers promotion.

Unit-IV  
Developing Marketing Strategies - Developing differencing and product position strategy - Life cycle strategies - Planning strategies - Promotional Mix strategies - Distribution strategy with special emphasis on retailing.

Unit-V  

Suggested Books:

4. Zinkota & Kotabe: Marketing Management, Prentice Hall of India
RM 202: SUPPLY CHAIN MANAGEMENT

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, Macmillnn India
Objective of this course is to introduce basic concept of Information System and its application in retail organizations with particular focus on Database Management Systems.

**Unit-I**

**Unit-II**
Organisation of data, File environment & Database management systems, Components of DBMS, Hierarchical Model, Network Model, Relational Model, Distributed Database Environment, Database trends. Multidimensional Data Analysis, Data Warehouse and Data Mining.

**Unit-III**

**Unit-IV**
Information system applied in an Organisation: Transaction processing systems, Management information systems, Executive support systems, Introduction to CRM, Marketing information systems, Sales information systems, Sales support. Sales analysis, Customer analysis. Introduction to marketing research and intelligence information system.

**Unit-V**
Integration of various information systems for E-business, E-Commerce, Retail MIS, Use of Information systems in Retail Business and Supply Chain Management.

**Suggested Books:**

Objective of the course is to develop insights into emerging trends in Services Marketing and
to develop distinctive managerial skills in Services Marketing.

Unit-I Importance of services marketing - Service characteristics - Reasons for
growth of services sector — Services sector in India. Strategic approach to
services marketing - Service Triangle.

Unit —II Consumer behavior in services — Consumer expectations and purchase
decision process; Market segmentation and targeting; Services marketing
mix; Service product design and strategies - The basic service package -
CVH - Service flower - New service development - Service
differentiation - Service branding.

Unit-III Service quality management - Quality determinants - Managerial
framework - Gap model of service quality - Total quality services marketing;
Pricing of services - Objectives and strategies.

Unit- IV Service distribution; Service Demand and Capacity Management; Physical
evidence - Type of service scapes - Physical evidence strategy; Service
recovery strategies.

Unit-V Internal marketing - Importance and objectives - Roles of a service
employee - Internal marketing strategies; External marketing -Promotional
mix - Promotional campaign design; Interactive marketing.

Suggested Books:

1. K. Rama Mohan a Rao: Services Marketing, Pearson Education (Asia)
   Publishing Inc.
3. Christopher Lovelock: Services Marketing, Pearson Education.
Objective of this Course is to explain basic concepts of Consumer Behaviour and explain the process of Consumer Decision Making and the factors influencing such decisions with specific reference to Retail Shoppers Behaviour

Unit I  
Introduction to the Study of Shoppers behaviour, dynamics of shopping - Demographics of shopping (Men, Women and Kids) factors influencing Shoppers Behaviour - Shoppers Behaviour in Indian Environment

Unit II  

Unit III  
Influence of Culture on Shoppers Behaviour- Sub Culture on Shoppers Behaviour - Cross Culture on Shopper Behaviour- Influences of Social class on Shopper's Behaviour- Attitude Development and Attitude measurement of Shoppers Behaviour

Unit IV  

Unit V  
Shopper Delight - e-shopper Behaviour overview of Mark and Spencer - Reabok and Company - Wal-mart

Suggested Books:

1. Paco Underhill : Why we buy - the Science of Shopping, SIMON & SCHUSTER Rockefeller Center, Ne^\> York.
3. ICFAI: Retailing Sector, 1CFAI Press, Hyderabad, Andhra Pradesh.
4. LEONG SCH1FF MAM : Consumer Behaviour, Pearson Education, Delhi, India.
5. S. Ramesh Kumar : Conceptual Issues in Consumer Behaviour, Pearson Education, Delhi, India.
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**

**Unit-II**

**Unit-III**
E-advertising and Marketing: The new age of information based marketing, E-Marketing Mix - Cost, Connectivity, Convenience, Customer, interface, Speed of delivery, Emergence of internet as a competitive advertising media.

**Unit-IV**

**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.
RM 207: BRAND MANAGEMENT

Objective of this course is to introduce basic concepts and techniques of branding and its application for retailing trade.

**Unit-I**
Introduction to Brand Management - Concept of Brand - Brand significances - Brand functions - Brand Loyalty and Equity - Brand Stretching and Extensions - Brand Planning - Brand Building and implications.

**Unit-II**

**Unit-III**
Designing Brand Marketing Programmes - Criteria for choosing Branding elements to build Brand equity - Marketing Programmes to build Brand equity - Integrating Marketing communication.

**Unit-IV**
Evaluating Brand Performance - Developing Brand Equity measurement and Management system - Measuring sources of Brand equity - Capturing consumer mindset - Measuring outcomes of Brand equity - Capturing market performance.

**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.

**Cases**

**Suggested Books**

RM 301: INVENTORY AND MERCHANDISE MANAGEMENT

Unit-I  Merchandising philosophy - Introduction: Developing Merchandising plans - Setting objectives, Buying organization formats and processes, Divising merchandising plans. Category management, Merchandise software.

Unit-II  Buying systems - Merchandise budget plans, Branding strategies, International sourcing decisions.


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.

Suggested Books:

1. Retail Management by Berry Bennan and Joel Evans.
2. Retail Management by Levy Weitz, Tata McGraw Hill.
3. Retail Management by Davvidgilbert, Pearson Education.
UNIT – I

UNIT – II
Consumer behaviour and Audience analysis in Advertising – Media planning – Media mix decisions – Developing media strategy popular media vehicles used in Retail sector – Leaflets/flyers, posters, booklets, local cable channels, bill boards, wall paintings, banners – Deciding on Media timing and scheduling

UNIT – III
Creative strategy and copy writing – Copy writing pyramid – Different types of appeals – copy layout

UNIT – IV

UNIT – V
Advertising agencies - features, functions and types of advertising agencies – Selection of advertising agency – Agency-Client relations – Direct response advertising – Catalogs, direct mail Telemarketing, Internet advertising – International advertising – Culture – Customs – Law and Regulations.

Suggested Books:
1. Chetan bajaj, Rajnish Tuli and Nidhi Srivastava: Retail Management, Oxford I press
RM 303 : SALES PROMOTION MANAGEMENT

Unit - I
Sales promotion - The scope and role of sales promotion - The growth of sales promotion - Consumer-Oriented sales promotion Techniques - Coordinating sales promotion with other tools of market promotion.

Unit - II
Major Decisions in Sales Promotion - Establishing objectives - Selecting consumer - Promotion Tools - Developing the programme - Pre-testing the programme - Implementing & Controlling the program - Evaluating Results.

Unit - III
Public Relations - Meaning & Importance - The new role of PR - Integrating PR with promotion mix - Marketing PR Functions - the process of Public Relations - Establishing PR plan - Developing and Executing the PR program - Measuring effectiveness of PR.

Unit - IV
Publicity & Public Relations - The power of Publicity - Control and Dissemination of Publicity - Advantages and Disadvantages of Publicity - Major Decisions in Marketing PR - Establishing the Marketing Objectives - Choosing Messages and Vehicle - Implementing the plan - Measuring the effectiveness of publicity & PR.

Unit - V

References:

1. Kazim SHH., & Satish K.Batra, Advertising and Sales Promotion, Excel Books
2. Jim blithe, Marketing Communications, Pearson Education – Asia
5. RM304
RM : INTERNATIONAL RETAILING PRACTICES

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

Unit - II  International Retailing Strategy - An Overview
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 3 - 5.

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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 off training programme 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 monitoring.

Suggested Books:


5. Sales Administration: Principles and Problems, Bettrand R. Canfield, Prentic Hall of India.
Unit-I  Introduction to CRM - Conceptual Foundations of CRM - Building Customer Relationship - Economics of CRM - The Relationship selling concept.


Unit-III  Technological Tools for CRM - Components of CRM solutions - Product offerings in the CRM Market Space - Comparison of Siebel, Oracle, MySAP, Peoplesoft - Comparison of talisman, sales logic, Microsoft, onyx and sales notes, sales force, netcrm Choosing CRM Tool.

Unit-IV  Managing CRM Project - Planning CRM program - Implementing CRM - The CRM Road Map - Operational Issues in implementing CRM - Organising CRM.

Unit-V  Customer Relationship Quality Management - Designing an Effective Relationship Management System - Managing Customer Relationship Quality - CRM Road blocks.

Books Recommended

5. Jim Cathcart, The Eight Competencies of Relationship Selling, Macmillan India Ltd.
RM 307(a) BUSINESS ETHICS AND SOCIAL RESPONSIBILITY  (MARKS:50)


Unit II  :  Managing Ethics in Organization - Ethical activities - Codes of Ethics - Ethical Aspects in Marketing- Ethics in HRM -Ethics in Production - Ethics in Finance.


Reference Books:
U.C. Mathur, "CORPORATE GOVERNANCE AND BUSINESS ETHICS" Macmillan India Ltd.,
Manuel G. Velasquez, "Business ethics concepts and cases fifth edition", Pearson Education.

RM307(B)  HINDI
(50 MARKSYLLABUS DUE TO BE RECEIVED FROM CHAIRMAN BOS)