

Annexure-1		MBA-(Retail Management) COURSE STRUCTURE (CBCS)						
		wef from 2015-16 Admitted Batch	Intrl	Extrl	Total	Hrs/	Credits	
SEMESTER-I						Week		
Core Paper								
1		Perspectives of Management	20	80	100	4	4	
2		Accounting for Management	20	80	100	4	4	
3		Business Environment	20	80	100	4	4	
4		Managerial Communication	20	80	100	4	4	
5		Managerial Economics	20	80	100	4	4	
6		Organizational Behaviour	20	80	100	4	4	
7		Quantitative Techniques for Management	20	80	100	4	4	
SEMESTER-II								
Core Paper								
1		Marketing Management	20	80	100	4	4	
2		Financial Management	20	80	100	4	4	
3		Human Resource Management	20	80	100	4	4	
4		Research Methodology for Management	20	80	100	4	4	
ELLECTIVE (Choose any Three)								
1		Operations Management	20	80	100	4	4	
2		Corporate Legal Frame Work	20	80	100	4	4	
								3
4		Corporate Governance & Ethics	20	80	100	4	4	
5		Digital Governance	20	80	100	4	4	
6		Project Management	20	80	100	4	4	
		Internship report (six weeks)			100			6
		Viva-Voce			100			4
SEMESTER-III								
Core Paper								
Audit Paper								
		Ethics and Moral Values						
1		Fundamentals of Retail Management	20	80	100	4	4	
2		Retail Shoppers Behaviour & CRM	20	80	100	4	4	
3		Merchandise Management	20	80	100	4	4	
ELECTIVE: Choose any Four								
1		Services Marketing	20	80	100	4	4	
2		Retail Franchising	20	80	100	4	4	
3		Store Operations	20	80	100	4	4	
4		Retail Communications	20	80	100	4	4	
5		Human Factor in Retail Business / Sales force Management	20	80	100	4	4	
6		Entrepreneurships in Retail Business	20	80	100	4	4	
7		Retail Brand Management	20	80	100	4	4	
8		Marketing Research	20	80	100	4	4	

Semester : IV								
Core Paper								
1			Supply Chain Management	20	80	100	4	4
Elective Choose any Four								
1			Visual Merchandising	20	80	100	4	4
2			E-Retailing	20	80	100	4	4
3			Sales Management	20	80	100	4	4
4			International Retailing & Bench Mark	20	80	100	4	4
5			Marketing of Health care services	20	80	100	4	4
6			Multi Brand Retailing	20	80	100	4	4
7			Hotel & Caterize Management	20	80	100	4	4
8			Retail Banking	20	80	100	4	4
			Project survey Report			100		6
			Comprehensive Viva Voce			100		4
			GRAND TOTAL			3000		

**(MBA)(RETAIL MANAGEMENT) CBCS DEGREE EXAMINATION
(With effect from 2015-16)**

FIRST SEMESTER

CP:1 PERSPECTIVES OF MANAGEMENT

Objective: to familiarize the students with the theory and practice of management.

Unit I: Management – Evolution of Management Thought -Principles of Management – Functions of Management - Social Responsibility 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 III: Organization – Principles of Organization – Formal and informal Organization – types of Organization Structure – Line and Staff Relations – Delegation – Decentralization –Span of Control.

Unit – IV: Directing- Leadership Theories and Styles –Motivation –Theories: Maslow’s Theory and Herzberg’s Theory.

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

(Case Study is compulsory in all Units)

Suggested Books:

1. Louis A Allen, Management & Organisation, McGrawHill,New York
2. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
4. Heinz Wehrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND
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
9. Earnest Dale, Great Organisers, McGraw Hill
10. Peter F Drucker, The Practice of Management, McGraw Hill

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-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. 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
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.
9. Blocher, Chen, Cokins and Lin, Cost Management, A Strategic Emphasis, TMH, ND
10. Porwal, LS, Accounting Theory, TMH, New Delhi

CP:3 BUSINESS ENVIRONMENT

Objective: to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.

Unit-I Business Environment: Components and Significance – Socio Cultural, Economic, Legal, Political, Technological and External Factors Influencing Business Environment, Dimensions of International Business Environment and Challenges

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..

Unit – V: Stock Markets, SEBI, its rules and regulations, Stock Exchange, Functions of Stock Exchanges, Primary and Secondary markets, Competition Act 2002 – Competitiveness, Foreign Exchange Management Act, Social Responsibilities and Ethics in Business.

(Case Study is compulsory in all Units)

Suggested Books:

1. Francis Cherunilamn – Business Environment (Text & Cases), Himalaya Publishing House Bangalore.
2. S.K. Misra & V.K. Puri Economic Environment of Business, Himalaya Publishing House Mumbai.
3. Suresh Bedi – Business Environment, Excel, New Delhi.
4. K. Aswathappa – Essentials of Business environment Himalaya Publishing House Bangalore
5. Govt. of India – Latest Economic Survey.
6. latest, Handbook of Industrial policy and Statistics – 2009-2010
7. Competition Act
8. Foreign Exchange Management Act.

CP:4 MANAGERIAL COMMUNICATION

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 – I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication kills – Understanding Cultural Effects of Communication.

Unit – II: Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

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-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

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.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

CP:5 MANAGERIAL ECONOMICS

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-Meaning, 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.

Unit – V: Economic Optimization: Economic Problems and Optimization Techniques – Unconstrained and Constrained Optimization; Unbounded Maxim – Optimization of Functions of One Variable and Optimization with Multivariate Function;

(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
6. Mittal A., . Managerial Economics, Text and Csaes, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

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 Behaviourjr, IK Int Pub Hourse,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Orgnisational 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 –III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

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, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
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.

Unit – III: Development of Marketing Offerings Strategy – New Product Development– Product line and Decisions–Product-mix–Product Differentiation – Product Life Cycle Management - Brand Management - Packaging.

Unit – IV: Pricing Strategies and Programs; Setting the Price – Adapting the Price – Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit – V : Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations and Public Relations : Competitive Marketing Strategies- Emerging Trends in Marketing: Networking Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing-Direct Marketing etc.

(Case Study is compulsory in all Units)

Suggested Books

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, 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.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R. Evans & Barry Berman : Marketing, Wiley India, New Delhi.

CP:2 FINANCIAL MANAGEMENT

Objective: to equip the students with basic principles 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. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press,Illinois
7. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation,TMH,New Delhi

CP:3 HUMAN RESOURCE MANAGEMENT

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.

Unit –V: Managing Industrial Relations – Trade Unions – Employee Participation Schemes – Collective Bargaining – Marketing Knowledge Workers.

(Case Study is compulsory in all Units)

Suggested Books:

1. Venkata Raman C.S., and Srivastiva BK Personnel / Human Resource Management, TMH,ND
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K.Singh / Human Resource Management, Excel Publications.
6. Jyothi - / Human Resource Management, Pearso Education, New Delhi.
7. Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
8. P.S Rao , Essentials of Human Resource Managemen & IR, Himaliya ,Mumbai
9. Dwivedi & Agarwal, Human Resource Management, Vikas, ND
10. R.Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson

CP:4 RESEARCH METHODOLOGY FOR MANAGEMENT

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 – Casual Research – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non-Probability Sampling – Convenience Sampling – Judgement 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.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8th Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made simple, do it yourself on PC, Prentice Hall.
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.

Unit –I : Introduction : Nature and Scope of Production and Operation Management- Historical Evolution – Types of Manufacturing Systems – Differences Between Manufacturing and Service Operations Role of Production and Operation Manager.

Unit-II: Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.

Unit-III: Plant Location: Facility Location and Layout Planning –Types of Layouts – Material Handling Equipments – Material Handling Principles – Models Used in Lay Out Designs.

Unit- IV: Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

Unit –V: Material Management –Cost Associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In – Time Production Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle – Zero Defects Programmes – ISO 9000 – Application of Computer in Production and Operations.

(Case Study is compulsory in all Units)

Suggested Books:

1. Gaither & Frazier, Operations Management, Cengage, New Delhi
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Kanishka Bedi, Production & Operation Management, University Press.
5. Upendra Kachru: Operation Management, Excel Publications.
6. Adam, E.E& Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall
7. Chary , S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
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.)

UNIT- I: Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract—performance of a contract—Discharge of a contract—Void agreements- Breach and remedies of a contract.

UNIT-II: The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller.

UNIT-III: The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution.

Unit-IV: The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances—Remedies available to injured consumers

UNIT-V: The Companies Act, 1956: Nature and Registration—Kinds of Companies— Memorandum of Association—Article of Association—Kinds of Shares— Powers and duties of Directors—winding up.

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

**** Kucchal**—Business Law—Vikas 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.

Unit V: Corporate Governance and business ethics – meaning – scope – need for business ethics – roots of unethical behavior – unethical issues –corporate governance and ethics – the Indian context- Corporate Social Responsibility – meaning – scope – Corporate Governance and CSR – Social responsibility and Indian corporations. Corporate Governance and regulators role – SEBI – The future of Corporate Governance in India.

Suggested books:

- 1.A.C. Fernando, “Corporate Governance” Principles, policies and practices, Pearson Education, New Delhi.
- 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 Administrative 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.

Unit IV: E-governance in India-e-governance policy, e-governance projects in the states of Andhra Pradesh & Karnataka, e-governance in India-Electronic Citizen Services.

Unit V: Issues & Challenges-e-Readiness, digital divide (gender, geographical, economical, social and political); e-governance-critical factors (Technology, People, Process, Resource, Infrastructure, Nature of PPP Models).

Books for Reference:

1. Patrick Dunleavy, Helen Margetts, Simon Bastow and Jane Tinkler, Digital Era Governance: IT Corporations, The State and E-Government, Oxford University, UK.
2. Jane Fountain, Building the Virtual State: IT and Institutional Change, Brookings Institutions Press, Washington.
3. Darell West, Digital Government: Technology and Public Sector Performance, Princeton University Press, Princeton, New Zealand.

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 I: Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. : Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Feasibility studies and reports – Stages of Project feasibility study – Components for project feasibility studies.

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

Unit III: Technical feasibility : Production technology, materials and inputs, plant capacity, site selection, plant layout, site preparation, Managerial Feasibility Project organization and responsibilities. : Legal Aspects of Project Management – Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) – Benefits of PERT – Assumptions in PERT modeling Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path –Method (CPM)

Unit IV: Financial Analysis – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income – Preparation of detailed financial projections Operational feasibility -Heads of cost, estimates of cost of production – Breakeven point – Economics of working.

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

Suggested Books:

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, “Corporate Finance”, Johy Wiley Publications.
4. Erhardt & Brigham, “Principles of Corporate Finance”, Thomson, 2006.
5. Singh M.K, “Project Evaluation and Management”.
6. Prasad N.K, “Principles and Practice of Cost Accounting”, 8. Pahwa, HPS, Project Financing.
7. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000.

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:

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.

CP:2 RETAIL SHOPPERS BEHAVIOUR & 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

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:

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.

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:

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.

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 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.

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 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.

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 II 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

Elective: 5 HUMAN FACTOR IN RETAIL BUSINESS / SALES FORCE MANAGEMENT

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, productknowledge, 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:

1. Churchill, Gilbert A; Ford, Neil A and Walker, Orville C; *Sales Force Management*; 6thed; McGraw Hill; 2001.
2. Johnston, Mark & Marshall, Greg, *Sales Force Management*, 10thedition, McGraw-Hill-Irwin, 2011
3. Mark W. Johnston (Author), Greg W. Marshall, *Sales Force Management: Leadership, Innovation, Technology*, 11thed, Routledge, 2006.
4. Reddy, D.M., & Chandra, S. (December, 2011). Human ResourceManagement Practices in Organized Retailing: A Study of Select Retailers.*International Journal of Multidisciplinary Research*, 1(8), 523-534.

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 – III: Training: Designing Appropriate Training Programme to Inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

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.
6. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
7. Jain, Hand Book of Entrepreneurs, Oxford University Press.
8. Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House.

Elective: 7 RETAIL BRAND MANAGEMENT

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 Retail Market Strategy -Financial Strategy -Site & Locations –Human Resource Management, Information Systems and supply chain management & Logistics
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-III Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services.

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 Albaurn
3. Marketing Research – Nargundkar.
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins
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 -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

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-VExperiential 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.

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-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.

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:

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.

Elective: 4 INTERNATIONAL RETAILING & BENCHMARK

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
- 5.

Unit - II International Retailing Strategy - An Over View

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)

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 – 2 Service Characteristics and their strategic implications, Service Consumer Behaviour – Service Marketing strategy – Market segmentation – targeting and positioning – Service Marketing Mix – Service Triangle.

UNIT – 3 Designing health care service products – New Service Development process – PLC – Physical evidence – Pricing Strategies, Channel management in Hospitals, Franchisee 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.

UNIT – 5 Service distribution ; Service Demand and Capacity Management ; Service Quality Management – GAP model, SERVQUAL model – Service recovery strategies.

References

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002
4. Management process in Health care - S.Srinivasan
5. Hospital and facilities planning and Design - G.D.Kunders

Elective: 6 MULTI BRAND RETAILING

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-I Introduction to Retailing: Definition Nature and scope - evolution of retailing - types of retail-trends in retailing industry- Benefits of retailing- Retailing environment in India.

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 :

- Berman B. & Evans J.R, (2007), “Retail Management-Astrategic approach”, Prentice Hall of India Private Limited, New Delhi, Tenth edition.
- Sheikh A. & Fatima K,(2008), “Retail Management”,Himalaya Publishing House, First edition New Delhi.
- Suja Nair “Retail Management”, Himalaya Publishing House
- SwapnaPradhan, “Retailing Management Text& Cases”, Tata McGraw Hills.
- Agarwal, P. and Tyagi, E. (2011). Foreign Direct Investment in Indian Retail Sector-An analysis. Retrieved from <http://www.legalindia.in/foreign-direct-investment-in-indian-retail-sector-%E2%80%93an-analysis> . [Last accessed on 28-07-2012]
- Dutta, M.K. and Sarma, G.K. (2008). Foreign Direct Investment in India since 1991: Trends, Challenges and Prospects. IIT Guwahati.

Elective: 7 HOTEL & CATERING MANAGEMENT

Unit : I FRONT 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
4. International Bartender’s Guide – Random house, New York.
5. Professional Cooking 6th edition by Wayne Gisslen- John Wiley & Sons, Inc.
6. Hotel & Tourism Laws – Dr. Jagmohan Negi. Frank Bros, and Co. (Publishers) Ltd., New Delhi – 110 002.
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.
10. Food Service and Catering management by R.K. Arora – APH, Publishing Corporation, New Delhi-110002 -32-
11. Food Science and Technology Volume-II by S.N. Mahindru – APH, Publishing Corporation, New Delhi-110002
12. Food Hazard & Food Hygiene, Seema Yadav.
13. Food & beverage Service, R. Singaravelavan, Oxford University Press. Food Hygiene and Sanitation, S. Roday, Tata Mc Graw-Hill 2. Managing with the HACCP System, Ronald Cichy
14. Food Science and Technology Volume-II by S.N. Mahindru – APH, Publishing Corporation, New Delhi-110002
15. Food Hazard & Food Hygiene, Seema Yadav. 7. Food & beverage Service, R. Singaravelavan, Oxford University Press.

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-SARAFESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents-RBI guidelines

(Case Studies are compulsory)

Suggested Readings:

1. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai.
2. Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai
3. Khan, MY, Indian Financial System, ;Tata McGraw Hill Publishing Company Ltd., New Delhi
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
6. Guruswamy,S., Banking in the New Millenium, New Century Publications, New Delhi
7. Indian Institute of Banking & Finance, Retail Banking, Mumbai