

**SEMESTER ONE**

# **1.MANAGEMENT FUNCTIONS & BEHAVIOUR**

## **Course Objectives:**

- The objective of the course is to teach managerial skills to aspiring manager or the trained managers.
- The emphasis will be on conceptual development of managerial functions & behavior.
- Managers face difficult and exciting challenges today, solid grounding in management and behavior are, therefore, essential to guide large and small, profit and non-profit organizations successfully through these turbulent times.

## **Learning Outcomes:**

- Understand what is meant by management and managerial effectiveness
- Identify the roles which are fulfilled while working as a manager
- Identify managerial activities that contribute to managerial effectiveness
- Identify a cause of stress in managerial life from a range covering mismatches between capabilities and role, player-manager tension and everyday stressors understand time pressures and the need for time management.

## **Syllabus**

### **BLOCK I: Nature of Management, Evolution of Management Thought**

Concept, Nature Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories – Classical and Neo-Classical Theories, Systems Approach to organization, Modern Organization Theory.

### **BLOCK II: Management Functions**

Planning: concepts, objectives, techniques; Organizing – Concepts, delegation, centralization & decentralization; Staffing- concepts & Characteristics; Directing – Concepts & Characteristics; Management by objective; Control & Co-ordination

### **BLOCK III: Individual**

Learning, Perception, Personality, Conflict Management, Motivation and Job Performance, Co-ordination, Communication, Directing and Management Control, Decision Making.

### **BLOCK IV: Individual in the Group**

Group Processes, Introduction to team, Leadership, Power and Politics,

### **BLOCK V: Individual in the Organization**

Organizational Structure, Organizational Design, Organizational Culture, Delegation of Authority, Centralization and Decentralization.

## **Text & References:**

- Human Relations and Organisational Behaviour, Mr. R.S. Dwivedi

- Organisational Behaviour, Mr. Sanjay Srivastav
- Essentials of Management, H. Koontz
- Principles and Practices of Management : Bakshi
- Student Study Material (SSM)
- Barat, N. 1998, Emerging issues in Management, Excel Books, India.
- Greenberg, J. & Baron, R.A. 1993, Behaviors in Organizations, Allyn and Bacon, Boston.

## **2.FUNDAMENTALS OF RETAILING**

### **Course Objectives**

- The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting.
- The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

### **Learning Outcomes:**

- Can understand the retail sector and the range of retail occupations.
- Can identify different retail occupations and the related skills, attributes and behaviors.
- Can recognize the importance of teamwork in retail and demonstrate good customer service in a retail environment.
- Design and develop marketing solutions for current retail environments by employing appropriate marketing strategies

### **Syllabus**

#### **BLOCK I: Retailing**

Concept, definition and functions. Evolution of retailing. Global retailing scenario, growth of retailing in India. Organized retailing in India: key drivers for growth and future prospects. Retail formats and their characteristics: Store formats-Supermarket, Department store, Hypermarket, The Mall, Discount store, Category Killers, Kiosks, Convenience store, Specialty store. Non-store formats- E-retailing, direct selling, Television Home shopping, Vending Machine retailing.

#### **BLOCK II: Store location planning**

Levels of locations decisions, city selection, location options-High-street location, free standing location, Shopping center/mall location, site selection, factors affecting city, location and site location decisions. Store design and Layout: Exterior design components and their significance, Interior atmospherics, store layout and space planning, visual merchandising.

#### **BLOCK III: Merchandising Management**

Deciding the merchandise mix-variety, assortment, branding, quality, price points, factors affecting merchandise mix-budget constraint, space limitation, product turnover rates, stock replenishment, economic order quantity, Vendor identification and selection criterion, negotiating with vendors, category management and category captainship, international sourcing.

#### **BLOCK IV: Retail pricing**

Factors affecting pricing, developing a retail price strategy- retail objectives, deciding a pricing policy, price adjustments. Retail communication: concept of retail image, classification of the elements of retail communication mix, retail advertising- types, media decisions, retail sales promotion tools, personal selling, publicity, word of mouth.

#### **BLOCK V: Retail Information system**

Meaning, Data warehousing and mining, Electronic Data interchange (EDI), improved supply chain management, quick Response Delivery system, Universal Product Code (UPC), Point-of-sale Terminals, Radio Frequency Identification (RFID), Self check-out systems. Contemporary issues: FDI in retailing-pros and cons, Impact of organized retailing on small grocery stores.

#### **Texts & References**

- Berman & Evans (2009), Retail Management: A strategic approach, Pearson Education
- Bajaj, Tuli & Srivastava (2010) , Retail Management, Oxford University Publications
- Gibson G Vedamani (2009), Retail Management: Functional principles & practices, Jaico Publishing House

### **3. MERCHANDISING MANAGEMENT**

#### **Course Objectives**

- The course contents highlight and explain the various design and display elements that impact space management and merchandise display in retail outlets.
- It also focuses on specific impact of each element on store profitability and efficiency.
- The aim is to prepare students to take up jobs as creative visual merchandisers.
- Space Management skills shall help them in being effective department, floor and store managers.

#### **Learning Outcomes:**

- To develop in-depth understanding for effective utilization of store design and visual merchandising techniques
- To learn the effectiveness of visual merchandising, and
- To understand various aspects of stores management.

## **Syllabus**

### **BLOCK I : Introduction**

Concepts & philosophy, Components of merchandising Management, The Merchandising Management process, devising merchandising plans. Forecasts, innovativeness, assortment, brands, timing and allocation.

### **BLOCK II : Implementation of Merchandise Plans**

Implementing Merchandise plans. Selecting and interacting with merchandising sources. Evaluating merchandise, negotiating the purchase. Concluding the purchases, receiving and stocking the merchandise. Recording the merchandise. Re-evaluating the on a regular basis.

### **BLOCK III : Logistics & Order Processing**

Logistics and order processing and fulfillment. Transportation and ware housing. Customer transaction and Customer service.

### **BLOCK IV : Inventory Management**

Inventory management. Retailer's tasks. Inventory levels. Merchandise security. Reverse logistics. Inventory Analysis. Inventory valuation- the cost method and the retail method.

### **BLOCK V : Budgeting**

Merchandise forecast and budgeting, Designing control units, Sales forecasting, Inventory level planning. planning purchases, Planning profit margins. Unit control systems- physical inventory systems, perpetual inventory systems. Unit control systems in practice. Stock turnover and gross margin return on investment. When to reorder. How much to reorder.: Product Packaging.

## **Texts & References**

- Levy & Weitz, (2008) Retailing Management, Tata McGraw Hill , Sixth edition.
- Berman & Evans ,(2009) Retail Management- A strategic Approach, Pearson Education
- Bajaj, Tuli & Srivastava , (2009) Retail Management, Oxford
- Magazine : Images Retail
- Magazine : Retail Biz

## **4.RETAIL SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

### **Course Objectives**

- The aim of this module is to provide students with both a theoretical and practical understanding of how supply chain and logistics management delivers competitive advantage in today's turbulent business environment.
- This module is designed to explore the supply chain management approaches adopted by retailer and manufacturing firms in local and international markets to source products and services.
- To introduce students to the practical management issues relating to supply chain management at a local and international level

### **Learning Outcomes**

- To develop a critical awareness of the operational and strategic challenges facing supply chain management through an understanding of the theoretical foundations of supply chains.
- To enable students to apply and critically evaluate existing frameworks and concepts relevant to the operational and strategic challenges facing supply chain management.
- Students will apply the key issues in the supply chain from a retailer, industrial and sustainability perspective.
- A critical appraise the wider social implications of international sourcing and its impact on supply chain management

### **Syllabus**

#### **BLOCK I : Introduction**

Introduction to Logistics and Supply Chain Management: Objectives, Introduction, Logistics and SCM, The Role, Objectives and Policies of Purchasing and Supply Chain, Evolution of Logistics, Importance of SCM, Customer Focus, Developing Supply Chain as a Competitive Factor.

#### **BLOCK II : Strategic Issues**

Strategic Issues in Supply Chain Management Structure: Objectives, Introduction, Value Chain and Value Delivery System, Facilities Decision, Transportation Choices, Vendor Relationships, Distribution Channel Design, Strategic Alliances Communication Flow of Supply Chain, Inter-functional Coordination, Inter-Corporate Cooperation.

#### **BLOCK III : Managing supply Chain**

Managing the Supply Chain: Structure, Objective, Introduction, Benchmarking and Re-engineering, IT—Enabled Supply Chain Management, Application of ERP, JIT and Quality Management, Vendor Management and Development, Value Engineering/Analysis, Optimisation of Supply Chain, Organisation Design, Retail Management.

#### **BLOCK IV : Global Perspective**

Global Perspective: Structure, Objective, Introduction, Motives and Development of Global Markets, Managing the International Supply Chain Operations, Supply Chain Reconsideration, Risk Involved, Benchmarking Global Supply Chains.

#### **BLOCK V : Future Trends**

Future Trends in Logistics and SCM: Structure, Objective, Introduction, Collaborative Strategies, Vendor Managed Inventory, Third Party Logistics, Fourth Party Logistics, Enterprise Resource Planning, Internet and E-commerce, Supply Chain Agents, Green Supply chain, Reverse Logistics, World Class Supply Chain.

#### **Texts & References**

- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

### **5. QUANTITATIVE TECHNIQUES IN MANAGEMENT**

#### **Course Objectives:**

This course aims to:

- Building a better understanding of the statistical tools for displaying and analyzing business data.

- Develop understanding of various mathematical and statistical models and optimization techniques used for decisions making in management.
- Let the learners be able to use MS Excel to solve mathematical problems

## **Learning Outcomes:**

On completion of the course, Learners are expected to:

- Understand the elementary concepts and techniques of how Statistical and Mathematical analysis can materially help in business decision-making.
- Get along with the concept of models of business processes, and the scope and limitations of commonly-adopted models;
- Understand the concepts of populations and samples and the use of descriptive statistical tools for population and sample description.
- To use descriptive statistics to categorize and describe the shapes of data distributions; [measures of Centrality and Variation in Data]
- Understand and be able to communicate best-practice in objective Data Visualization and Presentation

## **Syllabus**

### **BLOCK I: Introduction**

Introduction to descriptive statistics, Diagrammatical and Graphical representation of data, Bar diagram, Frequency Polygons, O-gives

### **BLOCK II: Summary Statistics**

Measures of Central Tendency - Arithmetic Mean, Weighed Mean, Median and Mode.  
Measures of Dispersion – Range, Average Deviation, Standard Deviation, Variance and Coefficient of Variation

### **BLOCK III: Forecasting Techniques**

Sample Correlation and Regression Analysis, Time Series Analysis – Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

### **BLOCK IV: Probability and Testing of Hypothesis**

Introduction of Probability Theories, Concepts, Addition and Multiplication Theorems, Probability Distributions, Sampling and Sampling Distribution, Null Hypothesis and Alternative Hypothesis, t – test, F – test, Non – Parametric Tests (chi – square test)

### **BLOCK V**

**Decision Theory:** Decision under Certainty, Risk and Uncertainty), Marginal Analysis, Decision Tree Analysis

**Linear Programming:** Introduction to Linear Programming, Formulation of LPP, Solution of LPP – graphical and Simplex method, Transportation Problems – Initial Basic Feasible solution, Test for Optimality and Transshipment, Assignment Problem and its solution



**Text and References:**

- Levin R.I. & Rubin S.R. 2005, Statistics for Management, 7th Ed. Prentice Hall Of India
- Taha H. A. 2007, Operations Research: An Introduction, 8th Ed. Prentice Hall of India
- Quantitative Techniques in Business by Dr. Aditham B. Rao

## **SEMESTER TWO**

# **1.VISUAL MERCHANDISING AND SPACE PLANNING**

## **Course Objectives**

- The course contents highlight and explain the various design and display elements that impact space management and merchandise display in retail outlets.
- It also focuses on specific impact of each element on store profitability and efficiency.
- The aim is to prepare students to take up jobs as creative visual merchandisers with major retail players.
- Space Management skills shall help them in being effective department, floor and store managers.

## **Learning Outcomes**

- Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner.
- Apply basic design principles and colour theories to the construction of promotional displays and advertising.
- Understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix.
- Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element.
- Understand basic promotion and advertising including various media for retail advertising (newspaper, radio, direct mail) and the design, layout, and production of ads and promotional point of purchase material.

## **Syllabus**

### **BLOCK I: Store location**

Significance, factors affecting choice of location and site, Design of retail store: significance of design for a store, Architecture, Façade, Size and elevation.

### **BLOCK II: Store Layout**

Discussion on different types of layouts for retail stores with specific applications and attributes. Space Planning and management: Allocation of space among various departments/categories.

### **BLOCK III: Merchandise Presentation**

Fixtures, displays and signage- description with discussion on specific attributes of each option. Introduction to store Atmospherics: the key components, significance. In store traffic management.

## **BLOCK IV: Atmospheric components**

Color, texture, lighting, temperature, music, fragrance, floor/ceiling designs. Retail Image.

## **BLOCK V: Space Planning**

Importance, Max. Space Productivity with relation to ROI. Implementing in store advertising, Marketing & Merchandising Plan.

### **Text & References :**

- Levy & Weitz, (2008) Retailing Management, Tata McGraw Hill , Sixth edition.
- Berman & Evans ,(2009) Retail Management- A strategic Approach, Pearson Education
- Bajaj, Tuli & Srivastava , (2009) Retail Management, Oxford

## **2.RETAIL BRANDING AND CRM**

### **Course Objectives:**

- The course involves the objective of imparting comprehensive understanding of the fundamentals of building, measuring, and managing a brand.
- The emphasis is also on enhancing life time value of customers and developing partnering relationships with profitable loyal customers
- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

### **Learning Objectives**

- Understanding the retail sector
- Analyzing the trends prevalent in the retail sector
- Knowing the types of retail formats currently popular in Indi
- Understand Customer Loyalty
- Analyze the Success factor of CRM
- Understand Service- Level Agreement

## **Syllabus**

### **BLOCK I: Concept of branding**

Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process. Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

### **BLOCK II: Brand Re-vitalization & Equity**

Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands, Components of retail image. Dynamics of creating and maintaining retail image, The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall.

### **BLOCK III: Planning Retail Promotional Strategy**

Elements of retail promotional mix : Advertising, public relations, personal selling, sales promotions. Point of purchase advertising, Determining promotional objectives. Establishing an overall promotional budget. Selecting the promotional mix, Implementing the promotional mix, Reviewing and revising the promotional plan.

### **BLOCK IV : Creating Customer Value through CRM**

Importance of CRM, Rationale and Benefits of CRM; Types of CRM; Emerging Issues and Future Trends of CRM. Customer relationships and channel relationships. Customer Satisfaction: Pre-requisite to customer Relationship; Customer Value; Value Chain Analysis; Customer Life time Value: Concept and Measurement ; Measuring Equity in Customer Relationships;

### **BLOCK V: Customer retention strategies**

Relationship retailing, Managing Service Recovery and Complaint Handling; Customer Retention Strategy

## **Text & References :**

- Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall.
- Sengupta S. (2010) , Brand Positioning, TATA McGraw-Hill
- Kapferer J. L. (1994), Strategic Brand Management, Free Press
- Sheth J.N, Parvatiyar A , Shainesh G. (2001), Customer Relationship Management, Tata McGraw Hill.
- Dyche J. (2001), The CRM Handbook-A Business Guide to Customer Relationship Management, Pearson Education.

### **3.RETAIL & MALL MANAGEMENT**

#### **Course Objectives**

The course aims to :

- Provide a detailed outline of Malls and its design and retail components.
- Special emphasis is given to the practical aspects.
- The objective of the course is to impart skills necessary for taking up positions in Mall administration. The student may also opt for specific functional aspects like Marketing apart from being entrepreneurs by way of developing Malls.
- Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

#### **Learning outcomes :**

On the completion of this course students are expected to :

- A basic understanding of what a retail management career is like and the different types of positions within the field.
- Understand how to create a shopping experience that builds customer loyalty.
- Merchandising: Learn how to receive, present and maintain merchandise.
- Operations: Learn the functions that support service and sales.
- Financial Reporting: Understand how to drive sales growth

#### **Syllabus**

##### **BLOCK I : Concept of Mall**

Definition, types, genesis of malls, growth of malls globally, Diffusion of the concept to India, growth of malls in India, future trends and projections, advantages of mall over other retail formats, comparison of Us and the Indian Malls

##### **BLOCK II : Mall Design and Architecture**

A description of the various components of mall architecture and their significance like Facade, Atrium, parking, circulation path and utilities & traffic management inside & outside of mall.

##### **BLOCK III : Mall Administration**

Deciding tenant-mix and anchor tenant(s), concept planning and retail zoning, a comment on suitability of popular retail formats as anchor tenants like Hyper markets, Department Stores, Multiplexes and Eating joints.

##### **BLOCK IV : Components of Mall Management**

Facilities & Utilities management, Security & information systems, Mall promotion & events management.

## **BLOCK V : Real Estate Management Introduction**

Property Ownership and Interests .Broker Relationships. Sources for Finance, Leasing and Space selling.

### **Text & References:**

- Levy & weitz, ( 2010) Retailing Management (5th ed), Tata McGraw Hi
- Barman & Evans, ( 2009) Retail Management-A strategic Approach (8th ed), (Pearson Education)
- Sheikh arif & Fatima Kaneez ( 2008) Mall Management , Himalaya Publishing House.
- Susan Hudson-Wilson (Hardcover - Jun 2000), Modern Real Estate Portfolio Management (Frank J. Fabozzi Series)

## **4. RESEARCH METHODOLOGY**

### **Course Objectives :**

- Discuss the nature and scope of marketing research.
- Define marketing research
- Explain the framework for conducting marketing research process.
- Define and understand the Research Design and process.
- Classify and discuss the various scaling techniques.
- Designing of questionnaire and methods of data collection.
- Discuss the sampling design process and techniques.
- Discuss the various techniques of data processing and analysis.

### **Learning Outcomes :**

- Conduct the marketing research process.
- Understand the process of research design.
- Implement the correct scaling techniques.
- Understand the purpose of constructing questionnaire and methods of data collection.
- Understand the objective of choosing the right sample.
- Understand the importance of data preparation.
- Understand the procedure for selecting a data analysis strategy.

## **Syllabus**

### **BLOCK I : Introduction of Research :**

Research methods versus methodology; Criteria for good research problem encountered by researchers in India.

### **BLOCK II : Planning and formulation Research Designs :**

Planning a research prospect, problem identification & formulation, Research Design: Exploratory, Descriptive & Experimental Research.

**BLOCK III: Questionnaire and Form design :**

Questionnaire method, Steps in constructing a Questionnaire, types of questions, Attitude measurement & scaling techniques, Ordinal, nominal, ratio, interval, scales: Likert Scale, Sampling decisions; sample selection methods- probability & non-probability sample size.

**BLOCK IV: Data Collection methods:**

Primary & Secondary data, Observation method, Interview method Data Collection & field force, Field work procedure, common sources of error in the field work, tabulation of collected data.

**BLOCK V : Test of significance & report writing**

z, t, f, x<sup>2</sup>, correlation & regression techniques, Pre-writing considerations & presentation of research report.

**Text & References:**

- Marketing Research- An applied orientation-By Naresh K. Malhotra
- Kothari, C.R., Research Methodology, Wiley Eastern Ltd, New Delhi
- Amarchand, D. Research Methods in Commerce, Emerald Publishers, Chennai.
- Marketing Research (Text & Cases) nu Rajendra Nargundkar, Tata McGrwa Hill