

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
 SCHOOL OF DISTANCE EDUCATION (SDE)
 for the SDE students admitted during the academic year 2011-12 & Onwards

M.B.A - Retail Management
(Annual Pattern)

<u>Paper</u>	<u>Name of the Subject</u>	<u>Marks</u>
<u>First Year</u>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<u>Second Year</u>		
2.1	Buyer Behavior	100
2.2	Retail operations management	100
2.3	International Retailing	100
2.4	Retail planning	100
2.5	Logistics and sales promotion	100
2.6	Retail sales techniques and Promotion	100
2.7	Direct & Network Marketing	100
2.8	Business Environment and Ethics	100
2.9	Strategic Management	100
TOTAL		1800

1.1.Principles of Management and Organizational Behaviour

UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT II

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

UNIT IV

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinents, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception.Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT V

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Co., New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

1.2. Managerial Economics

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.
Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

1.3. Accounting and Finance for Managers

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow

Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy. Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.4. Marketing Management

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

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. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

1.5. Human Resource Management

UNIT I: Human Resource Function

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

UNIT II: Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT III: Training & Development

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

UNIT IV: Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT V: Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCE

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

1.6. Quantitative Techniques for Management

UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

UNIT V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems.
Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta

3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.7. Research Methods for Management.

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

REFERENCE

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.

5. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 80% of the questions shall be theory based
20% of the questions shall be problems.

1.8. CORPORATE COMMUNICATION

Unit 1:

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

Unit 2:

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

Unit 5:

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

References:

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

1.9. OPERATIONS MANAGEMENT

UNIT I : Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II : Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III : Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV : Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V : Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References :

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

II Year

2.1. BUYER BEHAVIOUR

Objective : To explain buyer behaviour

UNIT-I

A Perspective on Buyer Behaviour- what is Buyer Behaviour- Buyer Behaviour – is Dynamic, Involves Interactions, Involves Exchanges

Levels of Buyer Analysis: - Individual Buyer, Market Segments-Industries- Societies-Cognitive Process in Buyer Decision Making

UNIT-II

Buyer Product Knowledge and Involvement: Buyers Product Knowledge: Products as Bundles of Attributes, Benefits and Value Satisfiers Means-End Chains-Developing Deeper Buyer Understanding-ZMET Approach to Buyer Knowledge-The ZMET Interview-The Means and Basis-For Involvements-Understanding Key Reasons for Purchase-Understanding Buyer-Product Relationship.

UNIT-III

Attention And Comprehension:Information: The Power of Advertising/Display-Exposure to information-marketing implications-Attention Processes: Variation, factors Influencing Attention-Marketing Implications-Comprehension: Variation/inferences during Comprehensions/Factors Influencing Comprehensions/Marketing Implications.

UNIT-IV

Buyer Behaviour and Marketing Strategy:Conditioning and Learning Processes-Influencing Buyer Behaviour-Environment-Cultural and cross Cultural Influences-reference Groups-Family-Market Segmentation and Product Positioning-buyer Behaviour and product Strategy/Promotions Strategy-Brand Endorsing-Pricing Strategy-Channel Strategy.

UNIT-V

Buyer Behavior Theory Predict Retail Shopping Behavior-Major BB areas: demographics, lifestyle data, group and individual attributes. How do people shop given the time scarcity they experience? What are their attitudes towards shopping instore vs. online? Decision process and impulse purchases – research on ADD/ADHD and impulsive Buyer Behaviour

Reference Books:

1. J.Paul Peter and JERRY L.OLSON, Consumer Behaviour and marketing Strategy,Tata Mcgraw Hill,Newyork-2006.
2. Upinder Dhar and Sathish Dhar, New franklin of Management, Cases In Indian Context, Excel Books, NewDelhi-2001.
3. Alries, Focus, Harper Collins Business,1997,Ghargous.
4. Del.I.Hawkins, Roger.J.Best, Kenneth.A.Coney, Consumer Behaviour,Building Marketing Strategy 9th Edition, Tata Mcgraw Hill,NewDelhi
5. Harrey Thompson, Who side My Customer?-Winning Strategies for Creating and Sustaining Customer Loyalty, Pearson Education, NewDelhi-2005.
6. Harrey Thompson, The Customer-Central Enterprise, Mcgraw Hill-2000.
7. S.Ramesh Kumar, Conceptual Issues in Consumer Behaviour,The 2nd edition,Pearson Education,Delhi-2003.

8. Gerald.J.tellis, Effective Advertising, Understanding When, How and Why Advertising Works, Response Books, NewDelhi,2004.

2.2. RETAIL OPERATIONS MANAGEMENT

Objective : To explain channels of retail management

UNIT I: Retailing

Introduction to Retail: What is Retail?- Functions of a retailer-The Marketing-Retail equation-The Rise of the Retailer – Proximity to customer – Rise of consumerism-Global retail market-Challenges and opportunities-Empowered consumer-Technology enabled effectiveness-Evolution of Retail in India-Drivers of Retail change in India-Emergence of young earning india-Size of Retail in India: Clothing ,Textiles and Fashion accessories-Food And Food services-Books & Music, Communication accessories –Emerging Sectors-FDI in retail-Retail Realities : Beyond Urban Boundaries –Challenges to Retail Development in India – Threat of new entrants –Substitutes, Bargaining Power of suppliers and buyers, Intensity of rivalry

UNIT II : Retail Models And Theories Of Retail Development

The Evolution of Retail formats – Theories of retail development-Environmental, Cyclical and Conflict Theory-The Concept of life cycle in Retail-Innovation, accelerative growth- Maturity-Divide-Phases of growth in retail markets-Business models in retail-Classification based on ownership /Merchandise offered/Franchising /Non Store Retailing/Direct selling/Direct response marketing/Telemarketing/Fairs and Road Shows/Event Management/Automated Vending/kiosks/ The Cash & Carry/credit Marketing/Brand Management.

UNIT III: Customer Relationship Management (Crm)

CRM : What is CRM-Common Misconceptions-Definition-Components off CRM-Defining CRM Concepts – Customer Life Cycle- **B to B** CRM- Understanding Goal of CRM-Using Customer touch points – Deciding who should lead the CRM Functions : Marketing/Sales/Customer Services/ Product Support-Channel and other partners-CRM Planning – Developing Strategy- Building CRM Component-Analyzing and Segmenting Customers-Taking it to Customers – Get Ready : Avoiding Common Barriers, GETSET: Organising for success and go: Developing your CRM strategy-CRM Building : Infrastructure, Information, Process, Technology, People – Managing quality information,Quality systems, Customer privacy.

UNIT IV: Services Management:

Distinctive characteristics service operations-Service Bench marking-Service strategy - Designing the service enterprise – Service quality-Service facility location-Managing service operations-Service-Supply relationships vehicle routing.

UNIT V : Marketing Channels ,Brand Management , Franchising:

Marketing channel systems – Concepts, participants, environment, behavioral process – Developing the marketing channel-Strategy, design, channel platform-Product/Pricing issues/ Parameters/ -Brand management-positioning and Repositioning – Franchising.

Reference Books:

1. Swapna pradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi- 2nd edition, 2006
2. M.Chael hevy and barton.A Weitz,Retail Management, Irwin Mcgraw hill,international edition,U.S,1798.
3. Judith . W.Kincaid,Customer Relationship Management: Getting it right,Pearson Education, New Delhi, 2003.
4. James.A. Fitzsimms and Mina.J Fitzsimms,Service Management : Operations, Strategy, Information Technology, Tata Mc Grawhill,2006 New Delhi.
5. Christopher Louchock and Jochen Wirtz, Service Marketing : People Technology,Strategy, Pearson Education, New Delhi, 2004.
6. K.Ramamohan Roa, Services Marketing, Pearson Education, New Delhi, 2005.
7. Bert Rosenbloom, Marketing Channels : A Management View , Thomson, New Delhi 2007.
8. Bert Rosenbloom,Retail Marketing,Random House
9. Bert Rosenbloom,Marketing Functions and the whole sale distribution, distribution rosenbloom and Education Foundation, U.S.
10. Harish V.Verman, Brand Management: Text and Cases,Excell Books, 2002.
11. K.Suresh (SI) , Positioning and Repositioning : Perceptives and Applications,ICFAI University Press, Hyderabad, 2005
12. Stephen Spinnelli Jr, Robert .M.Rosenberg, and five birling, franchising; patteneiring to wealth creation, pearson education, UBS Publication,New Delhi,2004.

2.3. INTERNATIONAL RETAILING

Objective : To explain channels of International retailing.

UNIT I

International Mktg -Scope and Concepts of International Mktg.- International Marketing Environment - International Trade – Barriers and Facilitators- Regional Economic/Political Integration- Cultural Influences on International Marketing- International Marketing research- International Marketing Segmentation, Positioning- The Marketing Plan and Entry Mode Selection- Products and Services – Branding Decisions- International Product and Service Strategies- International Distribution and Logistics

UNIT II

International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalisation of retailing and evolution of international retailing - Motives for international retailing, the changing nature of boundaries – International- Where retailers internationalise, assessing the potential of retail markets - Methods of international retailing, accessing retail markets, the form of entry, joint ventures, franchising, acquisition etc. marketing planning for differing international and regional requirements-Why retailers internationalise.

UNIT III

Competing in Foreign Markets- Why Companies Expand into Foreign Markets- Cross- Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Strategy Options for Entering and Competing in Foreign Markets- Quest for competitive Advantage in Foreign Markets-Profit Sanctuaries, Cross market Subsidization and Global; Strategic Offensives- Strategic Alliances and Joint Ventures with F Foreign partners.-Competing in Emerging Foreign Markets-Cross Border Strategic Alliances

UNIT IV

Retail Structure- Enterprise Density- market Concentration- Product Sector- Innovation-Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations- Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market- Retail Operations-Non Domestic market.- Retail Positioning and Brand Image- Measurement of Store Image –Open ended Techniques-Attitude Scaling Techniques-Multi Attribute model- Multi dimensional Scaling-Conjoint analysis

UNIT V

Market Research- Segmentation- Targeting- Positioning – The Market Mix- Image- Product range- Format- Price- Location_ Distribution- Promotion-- Promotional Mix and Advertising- Publicity, PR, and Sales Promotion Strategies- Personal Selling and Sales Management- International Pricing Strategy- Developing and Controlling an Intl. Marketing Plan

Reference Books

1. Nicolas Alexander *International Retailing*-Blackwell Business Publishers Ltd.
2. Arthur A Thompson,AJ Strickland,John E Gamble &Arun K Jain *Crafting and Executing Strategy-Concepts and Cases* –Tata McGraw Hill Publishing Company Ltd.
3. Abbas J Ali *Globalization of Business- Practice and Theory* – Jaico Publishing House
4. Margaret Bruce, Chistopher Moore, Grete Birtwistle *International Retail Marketing: A Case Study Approach*
5. Allan M Findlay, Ronan Paddison and John A Dawson *Retailing Environments in Developing Countries*- Rutledge
6. Arun Chandra , Pradep Rau,& John K Ryans *India Business: Finding Opportunities in This Big Emerging Market*- Paramount Market Publising Inc

2.4. RETAIL PLANNING

Objective : To evaluate, plan and choose channels of Retail distribution.

UNIT I Marketing & Strategic management

Marketing: Retailing, Role, Relevance & Trends.-Retail Customer-Retail market segmentation & franchising-Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Quantitative methods in marketing.-Social Marketing in Retail management

Strategic management; Retail in India.-Services marketing and management.-Brand Management- International / Strategies- Pricing -Advertising & sales promotion

UNIT II - Operations & Finance in Retailing

Operations: Retail location strategy-Product and Merchandise management-TQM-Mathematics / Statistics-EDP / MIS -Logistics & SCM-Security measures-Footfalls / computerized methods & non computerized methods-Visual / display methods -Merchandising & Management-Fashion designing

Finance: Accounting Methods-Capex planning-Risks-Capex planning-Accounting Processes-Accounting software's-WIP -Accounting methods-Strategic cost management-Management of Obsolete goods

UNIT III - Human Resources Management in Retailing

Human Resources: Retail organization- Laws involved in HR.- Motivation-Customer psychology-Training needs for employee-Top grading-Obstacles to Top grading- Astronomical Costs of Mis- Hires- Company killers and Company Derailers- recruitment Best Practices- How to Avoid Mis Hires- CIDS (Chronological in Depth Structure) based Model – Coaching to fix weakness-Interviews guide- Avoiding Legal Problems: Bulletproof Approach.

UNIT IV - Legal & compliances for a Retail Store

Legal & compliances: License-Contracts & Recovery-Legal Process-PF/ESIC & Exemptions-Food & Restaurants-PPF-IR – Law-Shops & establishments-IPR Patents, Copyright & Trademarks- Inclusion of Service Mark- Procedure and Duration of Registration-Collective Mark- Certification Mark- Procedural Compliance for Establishing an Retail Store- Customer Rights- Consumer Protection Acts- -Unfair Trade Practices- -Holding of Contests and Schemes-Disparaging Products of Competitors- Correctness of Representation- The Standards of Weights and Measures Act – Procedures applicable for a Retail Store

UNIT V Mall Management

Mall Management:-Types of Various retail formats-Concepts in mall design-Factors influencing Malls establishments-Aspects in Finance-Aspects in security / accounting -Aspects in HR-Aspects in Quality management-Statistical methods used in measuring mall performance.

Reference books

- 1.Retailing Management Text & Cases- Swapna Pradhan- The McGraw Hill Companies
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies
- 3.Marketing Channel- Bert Rosenbloom- South Western -Thomson
4. Marketing Creating and Keeping Customers in an e-commerce world- Wiiliam G Zikumund & Michael d Amico- South Western –Thomson
5. Retail Management A Strategic Approach – Barry Berman & Joel R.Evans- The Prentice Hall of India, New Delhi
6. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
7. Top Grading – How Leading Companies Win by Hiring, Coaching and Keeping the Best People- Bradford D Smart- Viva Books Pvt Ltd.

2.5. LOGISTIC AND SALES PROMOTION

OBJECTIVE : to explain various options for Logistics and steps to be taken for Sales Promotion

UNIT-I

Introduction to logistic –significance of Logistic – Logistic to supply chain Management – Information Technology and supply chain management – Logistic and supply chain management: Leveraging mathematical and analytical models – Logistics infrastructure in India and its implication for supply chain management – Plant location – Distribution network design – Distribution channel section.

UNIT –II

Marketing strategy, Logistic and customer service – Allocation models – forecasting methods – depot location and distribution –network design – frame work for inventory and transportation cost – transport mode choice – routing decisions – order processing – inventory and ware housing decisions – inventory models – lean logistic .- Managing variety and mass customization – Reverse supply chain – forward supply chain – source management in supply chain.

UNIT- III

Crafting and Executing strategy

What is strategy and why is important – Relationship between company’s strategy and Business model – managerial process of crafting and executing strategy – five generic competitive strategies: Low – cost provider strategies – Differentiation in strategies – Best cost provider strategies – Focused cormarketniche

UNIT- IV Other important strategy choices :

Strategic alliances and collaborative partnership ; merger and acquisition - Strategies, – vertical integration strategies – outsourcing – offensive strategies competitive advantage – defensive strategies for protection . Choosing appropriate functional area – strategies – pillars of professionalism – the art and skills of selling – Autonomy of a sale: Negotiation – prospecting and net working

UNIT-V

Sales and distribution strategy – personal selling – sales organization sales display and sales promotion – sales forecasting , Quotas and territory management – sales Budgeting and control – role and function of intermediaries – selection and motivation of intermediaries – selling and the seven pillars of professionalism – The art and skills of selling – anatomy of sale: Negotiation – prospecting and networking – selling encounters :winning kind – completing the sale :Magic moments – field of sales force management – strategic sales force management – Directing sales force – sales planning evaluating sales performance.

Reference books

1. G.Raguram and N. Rangaraj, *Logistics and supply chain management*-Manikam, New Delhi – 2005
2. J . David Viale, *Basic of management: From Ware House* Viva books, New Delhi,2004

3. R.P. Mohanty and S.G. *Supply chain management: Theories and practice*, BIZATANTRA – DREAMTEH, New Delhi 2005
4. Arturqa Thompson AJ.Strkkland,John .E.GAMBLE and Arun. K.Jain, *Crafting and executing strategy; The quest for competitive advantage*, New Delhi 2005
5. GUPTA.S.L,*Sales and distribution management*, New Delhi 1999
6. Akhilmarjatia, *Win... for life :I can , I shall , I will.....win* , New Delhi

2.6. RETAIL SALES TECHNIQUE & PROMOTIONS

OBJECTIVE : To learn promotion and sale of goods.

UNIT I

Advertising Communications and Promotions- Effective Advertising: Understanding When, How, and Why Advertising Works- Marketing Objectives and Positioning- Target Audience Selection and Action Objectives- Communication Objectives- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- The Creative Strategy and Tactics- Media Strategy: The Reach Pattern and- Effective Frequency- Campaign Tracking and Evaluation- Setting the Campaign Budget- Sales Promotions

UNIT II

Promotion Impact- On the Marketing Mix-On the Customer-Promotions and Integrated Marketing- Creating a Customer Relations- Characteristics of an Integrated Programme- Strategic Considerations- Promotions role- Overcoming barriers in Integrated Marketing-.

UNIT III

Tactical Analysis –Strategic analysis to Promotion tactics- Objective Setting- Perspective on Strategy –Promotional tactical tool set –When and how to apply the right tactics-Built-traffic-Reach new customers- Trade users up- Introduce new products- Gain Product Display, Placement & Distribution- Stimulate repeat sales- Generate Brand loyalty-

UNIT IV

Sales promotion technique- Off the Self Offers- Joint Promotions- Price Promotions- Premium Promotions- Prize Promotions- How Promotion Affects Sales-Switching, Acceleration, and Deceleration- How Promotion Affects Sales- Acceleration, Repeat Purchasing, Consumption-Trade Dealing

UNIT V

Retailer Promotions-Consumer Promotions (Coupons, Rebates, and Loyalty Programs)- Consumer Promotions (Loyalty Programs, Online, and Special Event Promotions)-Calculating Promotion Profitability-Trade Deals, Retailer Promotions, Coupons, Rebates-Measuring Promotion Effectiveness-Sales Promotion Strategy-Procter and Gamble's Value Pricing Strategy-Sales Promotion Strategy

Reference Books

1. Robert C. Blattberg & Scott A. Neslin -*Sales Promotion: Concepts, Methods, and Strategies* - Prentice-Hall
2. Paul J Hydziec -*Sales Promotion : Strategies That build brands*-Illinuous Institute of Technology

3. Schulz, William A Robinson & Lisa A Peterson -*Sales Promotion Essentials : The 10 Basic Sales Promotion Techniques*
4. Julian Cummins & Ruddy Mullin- *Sales Promotions How to create , Implement and Integrate Campaigns that really work*- Kogan Page
5. Kazmi& Sathish K Batra *Advertising & Sales Promotions*- Excel Books
6. George e Belch & Michael A Belch- *Advertising & Sales Promotions An Integrated Marketing Communications Perspective*- Tata Mc Graw Hill
7. Steve Smith- *How to Sell More Stuff- Promotional marketing that Really works*- Dearborn Trade Publishing

2.7. DIRECT AND NETWORK MARKETING

OBJECTIVE : To explain options of marketing using 20th century medium and internet as an option of 21st century.

UNIT I

Introduction- The Scope of Direct Marketing- Business, Strategic and Direct Marketing Planning- The Impact of Databases- Consumer and Business Mailing Lists- The Offer-Magazines- Newspapers- TV/Radio- Telemarketing/Tele services-Overview of Internet Direct Marketing - E-Communications- Creating Print Advertising- Managing a Lead-Generation Program- Modeling for Business Decision Support

UNIT II

Direct and Digital Marketing- Modern integrated DM & interactive marketing -important role in marketing strategy -build and develop brands - customer acquisition, development and retention- Key principles of targeting, interaction, control and continuity-Three different business models - stand alone, integrated and support Catalysts of change in modern marketing -From distance selling to interactive marketing -Managing relationships across channels and media -The direct and interactive marketers' information system-Data-driven marketing planning

UNIT III

Network Marketing- Advantages and Disadvantages- Network Marketing Boom-Network Marketing Compensation Plan- Evaluating Network Marketing Opportunity
Relationship Marketing – Introduction- Six Market Models-Managing Relationship with Buyers, Intermediaries and Customer – Segmentation and analysis of Customer market Domain- Customer Acquisition and Customer Retention –Strategic outsourcing- creating Successful alliances- Referral and Influence Marketing

UNIT IV

Creating and implementing Relationship Marketing Strategies- Introduction- People-Processes- Proactive/ Personalized Service- What sort of Relationship for what sort of Customers- Relationship Marketing Plan- Relationship Management Chain- Value Proportions- Identifying appropriate customer value segments-Designing value delivery systems- Managing and Maintaining delivered satisfaction

UNIT V

Legal Issues and Best Practice-Data Protection and Privacy, electronic communications and the Indian Directive, self-regulation and codes of practice- pitfalls and opportunities of international direct and interactive marketing- consumer and technological landscape of the future- Emerging Trends in Network Marketing- B2B, C2C, Planning, scheduling, negotiating and buying media

on and offline- Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications, Data fusion- Network Marketing Success Stories India ,MLM

Reference Books

1. Stone, Bob, and Jacobs, Ron, *Successful Direct Marketing Methods*, 7th ed (2001), McGraw-Hill, New York, NY.
2. Dave Chaffey, Richard Mayer, Kevin Johnston, Fiona Ellis-Chadwick *Internet Marketing: Strategy, Implementation and Practice*
3. Brian Thomas and Matthew Housden *Direct Marketing in Practice*
4. Edward L. Nash- *Direct Marketing: Strategy, Planning, Execution*- The McGraw Hill Companies
5. Robert W. Bly -*Business To Business Direct* The McGraw Hill Companies
6. Adrian Payne , Martine Christopher Moira Clark & Helen Park *Relationship Marketing for Competitive Advantage Winning and Keeping Customers*- The Chartered Institute of Marketing Professional
7. Shyam Sunder Kambhammettu *Ntework Marketing Concepts and Cases*- Magnus School of Business, Hyderabad

2.8. BUSINESS ENVIRONMENT AND ETHICS

Objectives: To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

UNIT 1 :- Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II:- Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.

UNIT III :- Globalisation of the economy – trends and issues, Politics and environment,MNCs and Government relationships- Introduction to GATT and WTO.

UNIT IV:- Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing

UNIT V:- Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India

Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

REFERENCES:

Adhikari.m - Economic environment of Management
Francis cherunnilam - Business environment
Pruti s . economic & managerial environment in India
Davis & Keith William c . frederik - business and society
Amarchand d - Government and business
Mankard _ Business Economics
A.N Agarwal _ Indian economy
Steiner and Steiner – Business Ethics – Mc-Graw Hill
Raj Agarwal – Business Environment – Excel Books.

2.9. STRATEGIC MANAGEMENT

Objectives: To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

UNIT I

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II

Environmental Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

UNIT III

Strategy formulation

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi product and multiple market organisations.

UNIT IV

Tools of Strategy Planning and evaluation

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Littles Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V

Strategy implement & Control:

Various approach to implementation of strategy - Matching organization structure with strategy - 7Smodel - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

Reference

- 1.Pearce& Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corparate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
