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)

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

**TOTAL** 1800
1.1. Principles of Management and Organizational Behaviour

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE
5. Umasekaran, Organisational Behaviour.
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

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

1.3. Accounting and Finance for Managers

UNIT I

UNIT II

UNIT III

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

UNIT V

REFERENCE
1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari

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

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 nicher: 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

1.5. Human Resource Management

UNIT I: Human Resource Function
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.
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
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
Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.
REFERENCE


UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V
Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

2. Statistical Methods – S P Gupta
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

UNIT V

REFERENCE
1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari  C.R.- Research methodology

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:

2. Lesiler & Flat lay, Basic Business communication. Tata Mc Grav 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
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.


References:
4. Production and Operations Management – Pannerselvam, PHI

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

UNIT-IV

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:
2.2. RETAIL OPERATIONS MANAGEMENT

Objective: To explain channels of retail management

UNIT I: Retailing


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-Decline-Phares 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)


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:
8. Bert Rosenbloom, Retail Marketing, Random House
9. Bert Rosenbloom, Marketing Functions and the whole sale distribution, distribution rosenbloom and Education Foundation, U.S.

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 Foreign partners.-Competing in Emerging Foreign Markets-Cross Border Strategic Alliances

UNIT IV

UNIT V

Reference Books
4. Margaret Bruce, Chistopher Moore, Grete Birtwistle International Retail Marketing: A Case Study Approach
5. Allan M Findlay, Ronan Paddsion and John A Dawson Retailing Environments in Developing Countries- Rutledge

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

UNIT III - Human Resources Management in Retailing

UNIT IV - Legal & compliances for a Retail Store

UNIT V Mall Management

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
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

UNIT –II

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:

UNIT-V

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
2.6. RETAIL SALES TECHNIQUE & PROMOTIONS

OBJECTIVE: To learn promotion and sale of goods.

UNIT I

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
2. Paul J Hydzic - Sales Promotion: Strategies That build brands- Illinois 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
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

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

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
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
3. Brian Thomas and Matthew Housden Direct Marketing in Practice
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 Network 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 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


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

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 - Hierarchal 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

Unit V
Strategy implementation & Control:
Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - 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, Majiv, Prentice Hall
6. Georgy G. Dess and Alex Miller, Strategic Management, Mcgraw Hill.

-------------------------------------
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.

-------------------------------------