

ORDINANCE
MASTERS PROGRAMME IN RETAIL MANAGEMENT (MRM)
(DISTANCE MODE)

1. The duration of the course leading to the degree of Masters in Retail Management (MRM) shall be two academic years. Each year shall be divided into two semesters. The examination for the first and the third semesters shall ordinarily be held in the month of December and for the second and the fourth semesters in the month of April / May or on such dates as may be fixed by the Vice-Chancellor.

A supplementary examination for the first and third semester shall be held along with their regular first and third semester examinations in December/January and for the second and fourth semester examinations which will be held ordinarily during the month of April/May.

A supplementary examination shall be held in the month of December / January for candidates who have failed / or failed to appear in fourth semester examination held in April/May. Such candidates may appear again in the remaining paper(s) of semester(s) exam. (s) subject to Clause-12(iii). The dates fixed under this Clause shall be notified by the Controller of Examinations.

3. The last date of receipt of admission forms and fees shall be fixed by the Vice-Chancellor from time to time.
4. A candidate, who fulfils the following conditions shall be eligible to seek admission in the 1st Semester of the course:
 - (i) who has passed graduation in any stream
 - OR
 - (ii) who has passed any other equivalent examination recognized by M.D.University, Rohtak as mentioned in (i) above.

Provision of Lateral Entry into 3rd Semester: A candidate who has qualified the following exams is eligible to seek admission in the 3rd Semester of the Course under Lateral Entry Scheme:

- (i) Who has passed 1st and 2nd Semester of MRM of this University or any other University recognized as equivalent to this University
 - (ii) Who has passed PGDRM One Year Programme of this University or any other University recognized as equivalent to this University.
 - (iii) Who has passed MBA/M.Com/PGDBM (AICTE approved) or any other equivalent exam of this University or any other University
5. Every candidate shall be examined in the subject(s) as laid down in the syllabus prescribe by the Academic Council from time to time.
20% marks in each written paper excluding Viva-Voce, shall be assigned for internal assessment.
The question paper will be set by external / internal examiner. The list of paper setters will be recommended by the Post-graduate Board of Studies in Commerce.

The Director of the concerned Study Centre shall forward the internal assessment marks on the basis of class test, written assignment, class performance etc. to the Registrar / Controller of examinations at least one week before the commencement of the semester examination.

6. The Director of the Study Centre will preserve the records on the basis of which the, internal assessment awards have been prepared for inspection, if needed by the University up to one month from the date of declaration of the semester examination results.
7. The medium of instructions and examination shall be English / Hindi.
8. The minimum percentage of marks to pass the examination in each semester shall be:-
 - i) 35% in each written paper and internal assessment separately;
 - ii) 35% in Viva-Voce.
 - iii) 35% in the total of each semester examination.
9. The amount of examination fee to be paid by a candidate for each semester/year shall be as decided by the University from time to time.
For the session 2009-10 the Fee to be charged from the students shall be Rs 20,000 per semester plus registration charges and prospectus fee.
10.
 - (i) A candidate who fails to pass or having been eligible fails to appear in any Semester examination will be allowed to clear the re-appear paper(s) within a period of 4 years as stipulated in Clause-III below
 - (ii) Provided that a candidate must have passed all the two/four semester examinations within four years of his admission to the Ist Semester of MRM failing which he will be deemed to be unfit for the PGDRM/MRM as the case may be.
11. A candidate who has passed the 1st and 2nd Semester Examination of MRM may be allowed to exit and shall be awarded PGDRM (Post Graduate Diploma in Retail Management). Such candidates are allowed to join MRM under lateral entry scheme
12. The Internal assessment awards of a candidate who fails in any semester examination shall be carried forward to the next examination provided that a candidate who has not obtained pass marks in the Internal-Assessment for any paper(s) will not be allowed to take examination in the said paper(s) in the relevant semester unless he repeats the course in paper(s) concerned and obtains the minimum pass marks in the Internal Assessment.
13. As soon as is possible, after the termination of the examination the Registrar / Controller of examinations shall publish a list of candidates who have passed the Semester examination.
14.
 - a) The viva-voce examination and/or training report where ever applicable shall be conducted jointly by the internal and external examiners to be appointed by HOD Commerce.
 - b) The marks obtained by the candidate for the viva-voce shall be taken into account when he / she appears in any future examination under re-appear clause.
15. The evaluation of the Internal Assessment work shall be conducted in accordance with the guidelines laid down by the Post-graduate Board of Studies in Commerce. The Head, Department of Commerce shall ensure that these guidelines are followed and proper record is

maintained and made available to the student also at the appropriate time. The evaluation of the papers titled Presentation Skills (MRM-18) and Personality Development and Soft Skills (MRM-19) will be done jointly by the internal and one external examiner to be appointed by the HOD Commerce.

16. Comprehensive Viva-voce examination shall be held jointly by the internal and external examiners to be appointed by the HOD Commerce
17. Every candidate shall be required to undertake four weeks training in any organized retail outlet immediately after the completion of first semester examination. The candidate shall submit two typed copies of the training report at least one week before the commencement of 2nd semester examination. Immediately after completion of 3rd Semester Examinations every candidate is required to go for a 4 months training in some retail outlet. The candidate shall submit two typed copies of the training report at least one week before the commencement of 4th semester examination. Every student shall have to affix the certificate of completion of training issued by the manager of concerned retail outlet. The Head, Department of Commerce shall get the same evaluated from the single examiner who shall also conduct the viva-voce examination of the Training Report.
18. The candidate who has successfully completed this course will be awarded Post Graduate Diploma in Retail Management after completion of 1st and 2nd Semesters and Masters in Retail Management after completion of all the four semesters
A list of successful candidates shall be prepared on the basis of aggregate marks obtained in all the 2 semester/4 semester examinations (as the case may be) and shall be classified in division as under:-

(a)	Those who obtain 70% or more:	Ist Division with Distinction
(b)	Those who obtain 60% or more but less than 70%	Ist Division
(c)	Those who obtain 50% or more but less than 60%	IInd Division
(d)	Less than 50% but at least 35%	IIIrd Division
19. The grace marks will be allowed as per University rules.
20. Notwithstanding the integrated nature of this course which is spread over more than one academic year and the ordinance in force at the time a student joins the course shall hold good only for the examinations held during the end of the academic year and nothing in this ordinance shall be deemed to debar the University from amending the ordinance and the amended ordinance, if any shall apply to all students whether old or new.

Scheme of Examination for Masters in Retail Management

Semester-I					
Paper No.	Paper Code	Nomenclature of the Paper	Contact Hours	Max. Int.Ass.	Marks External
1.	MRM-01	Basics of Retail Management	50	20	80
2.	MRM -02	Retail Institutional Framework	50	20	80
3.	MRM -03	Strategic management	50	20	80
4.	MRM -04	Retail Marketing	50	20	80
5.	MRM -05	Retail Business Legal Framework	50	20	80
6.	MRM -06	Accounting for Retail Houses	50	20	80
Comprehensive Viva-Voce:					50
Semester-II					
7.	MRM -07	Retail Targets and Location	50	20	80
8.	MRM -08	Retail Organisation and Resource Management	50	20	80
9.	MRM -09	Operations And Merchandise Management for Retailers	50	20	80
10.	MRM -10	E-Retailing	50	20	80
11.	MRM -11	Mall-Management	50	20	80
Training Report (50 viva-voce + 50 evaluation)					100
Comprehensive Viva-Voce:					50
Semester-III					
12.	MRM-12	Retail Operations and	50	20	80

Store Management

13.	MRM-13	Customer Service and Relationship management	50	20	80
14.	MRM-14	Retail Shopper Behavior	50	20	80
15.	MRM-15	Retail Advertising and Sales Promotion	50	20	80
16.	MRM-16	Retail Logistics and Supply Chain Management	50	20	80
17.	MRM-17	IT Applications in Retailing	50	20	80

Comprehensive Viva-Voce: 50

Semester-IV

18.	MRM-18	Presentation Skills Workshop	50		100
19.	MRM-19	Personality Development and Soft Skills Workshop	50		100
		3 Months Training in a Retail House			
20.	MRM-20	Training Report Evaluation +Viva-Voce			200+100
		Comprehensive Viva-Voce			50

Creation of Study Centres

The Director, DDE is authorized to create Study Centres for MRM Distance Mode all over the country or abroad as per the University policy. While creating the study centres care should be taken that the proposed study centre must fulfill the following conditions:

1. The Study Centres must be created only in those cities and towns where students can have access to retail stores/outlets.
2. Location of the study centre must be convenient and accessible.
3. Study Centre must be a formal institute build for imparting formal education. It must not be located in a residential area or in a residential premises.
4. The Study Centre must have a tie up with some retail store or retail outlet or some retail house where students can be given practical exposure.
5. The Study Centre Must have a covered area of approximately 1500 sq meters divided into class rooms, computer labs, library, faculty rooms, Director's Room, Public Conveniences etc.
6. The Study Centre must have at least one class room exclusively for MRM and 7 computers. It must have at least one full time teacher to teach MRM students. It must have the required softwares and printers. It must have high speed internet connection and a scanner.
7. The Study Centre must have at least 100 books on retail in the library and at least one Journal on any area of retail.
8. The Study Centre must have sufficient dust proofing and air conditioning facilities.

Inspection Proforma

The Inspection Proforma as is developed for IT and Management Programmes can be used for conducting inspection for MRM Programme.

Processing Fee for the Creation of Study Centres and One Time Refundable Security

\Those who are desirous of taking MDU Study Centre for MRM are required to pay one time processing fee of Rs.50,000 + Rs 10,000 refundable security. The refundable security may be exempted for the existing Study Centres of the University.

Examination and Admissions

Admission to MRM Programme may be made twice a year in line with the IT and Management Programmes. Similar pattern of examination and results shall be applicable to MRM Programme as well.

Study Material

The HOD Commerce shall recommend a list of books to be purchased and supplied to the students of MRM. The HOD Commerce/Director DDE may also get the study material developed internally or by hiring an external agency. The procurement and the payments etc for the same shall be taken care by the Director, DDE.

MASTERS IN RETAIL MANAGEMENT (MRM)
DETAILED SYLLABI

SEMESTER - I

PAPER 1

MRM-01: BASICS OF RETAIL MANAGEMENT

Max.Marks:80

Time: 3 Hrs

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

Course Inputs

Unit-I

Introduction to Retailing: Importance of retailing in economy; Meaning and nature of retailing; Career options in retailing; Retailing in India: Growth, present size and nature; Technology induction in retailing - UPC, POS terminals, RFIO, etc. Future of retailing.

Unit-II

Types of Retailing: Stores classified by owners; Stores classified by merchandising categories; Wheel of retailing; Traditional retail formats vs. modern retail formats in India; Store and non-store based formats; Cash and carry business - Meaning, nature and scope; Retailing models - Franchiser-franchisee, directly owned; Wheel of retailing and retailing life cycle; Co-operation and conflict with other retailers; Vertical marketing systems.

Unit-III

Retailing Regulations and Laws: Regulation of retail institutions in India: Shop and Establishment Act, Labour Laws - Factories Act, Workmen Compensation Act; An overview of the business laws governing retail business in India - The Indian Contract Act, 1872; The Sales of Goods Act, 1930; The Consumer Protection Act, 1986; FQI in retailing.

Unit-IV

Management of Retailing Operations: Retailing management and "the total performance model; Functions of retail management; Strategic retail management process: An overview; Retail planning - importance and process; Developing retailing strategies, objectives and action plans.

References:

Newman, Andrew J. and Peter Cullen, *Retailing Environment and Operations*, Thomson Learning, India, 2007. Larson, Carl M., Robert E. Wegand and John S. Wright, *Basic Retailing*, Prentice Hall, New Jersey, 1982. Davidson, William R., Alton F. Doody and Daniel J. Sweeney, *Retailing Management*, The Ronald Press Company, New York, 4th edition, 1975.

Cox, Roger, *Retailing: An Introduction*, Pearson Education, 2007.

Gilbert, David, *Retail Marketing Management*, 2nd edition, Pearson Education, 2003.

Spector, Robert, *Category Killers: The Retail Revolution and Its Impact on Consumer Culture*, HBS Press, Boston, 2005.

Cox, Roger and Paul Brittain, *Retailing: An Introduction*, Pearson Education Ltd., 2004.

Gilbert, David, *Retail Marketing Management*, Pearson Education, New Delhi, 2003.

Journals: *Business World*, *Business Today* and *Business India*.

Newspapers: *Hindu Business Line*, *Mint* and *The Economic Times*.

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Course Inputs

Unit-I

***Retail Institution:** Meaning, Characteristics by Ownership: Independent, Chain, Franchising, Leased, Department, Vertical Marketing System, Consumer-Cooperatives,
Note: These formats must be shared with their meaning, competitive advantages and disadvantages, size, functions, dynamics, managerial-issues and Relationships.

Unit-II

***Store Based Strategy-Mix Retail-I:** Considerations in Planning. A Retail Strategy-Mix; Wheel of Retailing Theory, Scrambled-Merchandising, The Retail-Life-Cycle, Strategies of Evolving Retail-institutions (Mergers, Diversification, Downsizing). Case Study

Unit-III

***Store Based Strategy-Mix Retail-II:** Cost Containment Approach, Food-Oriented Retailers and Their formats; Convenience Store, Conventional Supermarkets, Food Based Superstores, Combination Store, Box / Limited Line Store, Warehouse Store, General Merchandise-Retailers, Specialty Store, Traditional Departmental Store, Full Time Discount Store, Variety Store, Off-Price-Chain, Factory-Outlet, Membership-Club, Flea-Market. Case Study

Unit-IV

***Other Non-Traditional Retailing:** Single-Channel and Multi - Channel-Retailing, Direct Marketing: Domain Key to Success, Emerging Trends; Steps in Direct Marketing Strategy; Key issues; Direct Selling; Vending Machines, Electronic Retailing; Scope, Characteristics; Video Kiosks, Airport Retailing. Case Study

Suggested Readings:

1. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill
2. Fleming.P, "Guide To Retail Management" Jaico Publications.
3. Gopal, W, "Retail Management" ICFAI.
4. S.L.Gupta, "Retail Management"
5. Mitra, S.N., "Retail Management", Pointer Publication, Jaipur.
6. Berry Berman & J.R. Evans, "Retail Management – A Strategic approach"
Prentice Hall of India, New Delhi.

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Course Inputs

Course Inputs

- Unit-I Strategic Management Process : Defining Strategy, Levels at which Strategy operates, Approaches to Strategic Decision making , Process of Strategic Management, Roles of Strategists in Strategic Management; Mission and purpose, Objectives and goals, Strategic Business Unit.
- Unit –2 Environment and Organisational Appraisal: Concept of Environment and its components, Environmental Scanning and Appraisal; Organisational appraisal- its dynamics, Considerations, Methods and Techniques. Structuring Organisational Appraisal; SWOT Analysis.
- Unit-3 Strategy Formulation: Corporate level Strategies; Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics
- Strategic Analysis and Choice: The Process of Strategic Choice, Corporate Level Strategic Analysis, Business Level Strategic Analysis, Subjective Factors in Strategic Choice, Contingency Strategy, Strategic Plan.
- Unit-4 Strategy Implementation: Inter relationship between formulation and Implementation, Aspects of Strategic Implementation, Resource Allocation;
Strategy and Structures: Structural Considerations, Structures for Strategies;.
Functional Implementation: Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies,
Strategic Evaluation and Control: Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control.

SUGGESTED READINGS:

Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House , New Delhi.

Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.

Christensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.

Coulter. Mary K: Strategic Management in Action, Prentice Hall, New Jersey.
David. Fred R; Strategic Management, Prentice Hall, New Jersey.

Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill, International Edition.

H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.

Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.

Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.

Newman, William H. and James P. Logan: Strategy, Policy and Central Management, south Western Publishing Co., Cincinnati, Ohio.

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Course Inputs

Unit -I

Introduction: Nature, scope and importance of marketing; Traditional VS. modern view of marketing; Retailing viewed as case of services marketing; Retail marketing management: An overview.

Unit-II

Retailing Environment: Micro environment - Customers, suppliers, competitors and general publics; Michael Porter's five forces structural analysis of market; Macro environment: Socio-cultural, economic, technological, legal and political environments of retailing in Indian contexts.

Unit -III:

Market Selection: Concept of target marketing, Retail market segmentation - Concept, importance and bases of market segmentation; Criteria for effective segmentation; Target market selection; Positioning concept: importance and bases, Retail store positioning and management of its image.

Unit-IV

Retail Marketing Mix Planning: Concept and planning of marketing mix; Retail product decisions and planning - Product: Meaning and importance; Product classifications; Product decisions - Product quality, Packaging and labeling, Product support services; Branding - Meaning, significance and types of branding in the context of a retail store; Major retail branding decisions; Customer services decision; Product mix - Concept I and decisions; Product life-cycle; New product introduction; Innovation diffusion and adoption.

Suggested Readings:

Kotler, Keller, Koshi and Jha : Marketing Management, PHI, New Delhi

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Course Inputs

Unit-I

Indian Contract Act 1872 (Part-I)

Nature of Contract, Essential elements of a valid Contract; Offer and Acceptance, Condition, Capacity to Contract, Free Consent. Legality of Object.

Unit-II

Indian Contract Act 1872(Part-II)

Void agreements, Contingent Contract, Performance of Contract, Discharge of Contract, Remedies for Break of contracts. Quasi Contracts.

Unit-III

Indian Contract Act 1872 (Part-III)

Special Contracts

Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

Unit-IV

Sale of Goods Act 1930

Negotiable Instruments Act 1881..

Consumer Protection Act 1986

Prevention of Food Adulteration Act 1954..

Suggested Readings:

1. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill
2. Fleming.P, "Guide To Retail Management" Jaico Publications.
3. Gopal, W, "Retail Management" ICFAI.
4. S.L.Gupta, "Retail Management"
5. Mitra, S.N., "Retail Management", Pointer Publication, Jaipur.
6. Berry Berman & J.R. Evans, "Retail Management – A Strategic approach" Prentice Hall of India, New Delhi.

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Course Inputs

Unit-I

Documents For Retail Outlets: Different Vouchers and Their formats; Types of Discounts and Commissions and Calculations-thereof; Cash Balance Statements and Cash-flow Statements(AS-3).

Unit-II

Basic Book-Keeping: Journal, subsidiary Books and Their preparation, Ledger, Trial-Balance, Errors and Their Rectification.

Unit-III

Final accounts: Trading Account, Profit & Loss account (with adjustments); Balance-Sheet.

Unit-IV

Store Keeping and Valuation: Types of Stores & Stocks, Methods of inventory control and valuation, Accounting Standard-2. Documents and Cards required for store-records. Location & Positioning.

Suggested Readings:

1. T.P.Ghosh, "Financial Accounting for Managers", Taxman allied S(P), Ltd.
2. Rama Chandran & Kakani, "Financial Accounting for Management", Tata Mc Graw Hill
3. D.K.Goyal, "Financial Accounting".

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Course Inputs

Unit-I

Identifying And Understanding Customers: Demographics and Lifestyles of customers/consumers with Retailing Implications, Consumer Needs and Desires, Shopping Attitudes and Behaviors, Consumers' Patronage, Decision Process and Types of Consumer Decision Making; Impulse Purchases; Customer Loyalty. Case-Study

Retailer Actions: Contrast Target Market Strategies, Devising a Target Market Strategy, Retailers with Concentrated and Differentiated Marketing Strategies. Environmental Factors Affecting Consumers. Case-Study.

Unit-II

Information Flows: Meaning, Information Gathering and Processing, Retail Information System (RIS): Constructing and Using the RIS, Good Insights for Retailers for RIS, Impact of Negative Customer Service, Data Base Management, Data Warehousing, Mining, Gathering Information Through UPC(Universals Product Code), and EDI (Electronic Data Information), Case – Study.

Unit-III

Choosing a Store Location: Importance, Trading-Area Analysis, benefits, Geographic Information System, Size and Shape of Trading Areas for new Stores, Reilly's Law of Retail Gravitation, Other Trading Area Research; Characteristics of Trading Areas, Its Population, The Nature of competition and the Level of Saturation. Case - Study.

Unit-IV

Site-Selection:Types of Location; Central, Secondary and Neighborhood Business Districts, String; The Planned Regional Community Neighborhood Shopping Centers, The Choice and Evaluation of General Location; Pedestrian Traffic, Parking and Transportation Facilities, Store Composition, Terms of Occupancy; Case – Study

Suggested Readings:

1. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill
2. Fleming.P, "Guide To Retail Management" Jaico Publications.
3. Gopal, W, "Retail Management" ICFAI.
4. S.L.Gupta, "Retail Management"
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Course Inputs

Unit-I

Setting Up a Retail Organisation: - Factors in Planning and Assessing a Retail-Organisation, Grouping Tasks into Jobs, Job-classification, Organizational Chart. .

Unit-II

Organizational Patterns in Retailing:- Organizational Arrangements by Small Independent Retailers by Departmental-Stores, by Chain-Retailers, by Diversified Retailers.

Unit-III

HRM in Retailing: Meaning; HR-Environment of Retailing, Women and Minorities in Retailing, HRM-Process in Retailing; Recruiting, Selecting, Training, Compensating and Supervising Retail Personnel..

Unit-IV

Motivation in Retail: Meaning, Importance, Hierarchy of Needs (Maslow's)..

Leadership in Retail-Area: Concept, Characteristics,Significance, Leadership Development, Leadership Styles

Suggested Readings:

1. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill
2. Fleming.P, "Guide To Retail Management" Jaico Publications.
3. Gopal, W, "Retail Management" ICFAI.
4. S.L.Gupta, "Retail Management"
5. Mitra, S.N., "Retail Management", Pointer Publication, Jaipur.
6. Berry Berman & J.R. Evans, "Retail Management – A Strategic approach" Prentice Hall of India, New Delhi.

**Paper 9 MRM -09 Operations and Merchandise Management
For Retailers**

Max.Marks:80

Time: 3 Hrs

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

Course Inputs

Unit-I

***Operational Dimensions:** Blueprint of Operations for Retail-Business, Inside format, size, and space-allocation in Retail-Stores, Store Security, Insurance, Credit Management, Computerization, Out sources, Crisis Management.

Unit-II

***Merchandise Management:** Meaning, Philosophy; Buying Organisation Formats and Processes; Devising Merchandising Plans (Forecasts, Innovativeness, Assortment, Brands, Timing, Allocation); Category-Management; Merchandising Software;.

Unit-III

***Implementing Merchandising Plans (IMPs):-** Sequential Steps for IMPs; Logistics with Goals; Inventory-Management,

Unit-IV

***Financial Merchandise Management (FMM):** Overview, Cost and Retail Methods of Accounting for FMM; Merchandise Forecasting and Budgeting, Unit Control System (UCS); Financial Inventory Control.

Suggested Readings:

1. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill
2. Fleming.P, "Guide To Retail Management" Jaico Publications.
3. Gopal, W, "Retail Management" ICFAI.
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Course Inputs

UNIT- I

Foundation of e-Retailing: Meaning, Definition, Transition from Traditional Marketing to e-Marketing, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing.

e-Retailing : The Application Domain: e-Retailing Practices, e-Retailing Application Perspective, e-Retailing Online Merchandising Techniques, Online Store Front , Creating Look & Feel, Online Brand Management, Online Purchasing.

UNIT-II

E-Retailing - The Current Trends: Current Trend Analysis and Measures, Current Status of Online Retailing, e-Retailing Statistics

E-Commerce: Procedures and Methods: Meaning and Usage, B2B Model, B2C Model, C2C Model, B2G Model, P2P Model, M- Commerce, e-Commerce Payment Systems, E-Payment Security Challenges, E-Payment Business Risks, E-Commerce Security Solutions

UNIT-III

Marketing mix in the age of E-retailing; the roles of cyber intermediaries in E-retailing; E-retailing and supply chain management system; Concept of online pricing; factors affecting online pricing; different methods of on line pricing; price discrimination in E-retailing; pricing strategies for information goods; dynamics pricing for E-retailing. Promotional strategies of E-retail business..

UNIT-IV

Customer loyalty in the age of E-retailing; role of E-CRM ; Third party assurance in retailing; Element of trust in E-retailing; ERP and E-retailing; Challenges in successful implementation of ERP in E-retailing; E-fulfillment-meaning, scope of process of E-fulfillment; Impact of E-retailing on traditional transportation system-issues and opportunities.

References:

Rayport, Jeffrey F. and Bernard J. Jaworski, *Introduction to E-Commerce*, Tata Mc-Graw Hill, 2003.

Kalakota, Ravi and Andrew B. Winston, *Frontier of E-Commerce*, Pearson Education, Mumbai, 2002.

Bajaj, Kamlesh K. and Debjani Nag, *E-Commerce - The cutting edge of business*, TDta Mc-Gmw Hill, New Delhi, 2002.

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kalakota, Ravi and Andrew B. Whinston, *E-Commerce - A manager's guide*, Addison-Wesley Publishing Co., Inc., New York, 1997.

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Efrain Turban, Jae Lee Kavid King and H. Michael Chung, *E-Commerce - A Managerial Perspective*, Pearson Publication.

Murthy, C. S. V., *E-Commerce - Concepts. Models and Strategies*, Himalaya Publications,

Mumbai, 2003. Siegel, Carolyn, *Internet Marketing: Foundations and Applications*, Houghton Mifflin Company, Boston, 2004. Strauss, Judy, Adel El-Ansari and Raymond Frost, *E-Marketing and Applications*, Prentice Hall of India Ltd., New Delhi.
Dennis, Charles, Tina Fenech and Bill Merrilees, *e-Retailing*, Routledge, New York, 2004.
Smith, P. R. and Dave Cheffey, *e-marketing Essentials: The Heart of Business*, Elsevier, London, 2005.

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

Course Inputs

Unit-I

Introduction

Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls.

Unit-II

Aspect in Mall Management

Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance.

Unit-III

Mall Operations

Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.

Unit-IV

Tenant Management

Selection of anchor tenant, Tenant mix, Types of retail formats, Multiplexes, Food courts, Branded stores, Specialty stores, Hypermarkets, Supermarkets, Mall resource allocation, Owner-tenant relationship.

Suggested Readings:

1. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill
2. Fleming.P, "Guide To Retail Management" Jaico Publications.
3. Gopal, W, "Retail Management" ICFAI.
4. S.L.Gupta, "Retail Management"
5. Mitra, S.N., "Retail Management", Pointer Publication, Jaipur.
6. Berry Berman & J.R. Evans, "Retail Management – A Strategic approach"
Prentice Hall of India, New Delhi.

Time: 3 Hrs

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Course Inputs

Unit-I

Store Operations: Importance of store operations; Responsibilities of store operations; Store maintenance; Merchandising handling and controlling; Purchasing store supplies and equipment; Store security; Workrooms; Responsibility for customer services.

Unit-II .

Store Location: Selecting a city; Types of locations within a city; Trading area analysis; Catchment area analysis; Site evaluation; Terms of occupancy.

Store Design and Engineering: Store design and retailing strategy; Store design and facilities planning; Store in a store - Concept and importance; Store layout and departmentalizing; Departmental space requirements; Departmental locations; Internal layout of departments; Traffic building; In-store security and safety measures.

Unit-

III

Store Organization: Meaning and importance; Principles of effective store organization and management; Formal organization structures; Informal organization - Objectives, policies and procedures.

Unit-IV

Operations Control: Expense control; Asset protection - Mechanism and control; Management control

Mechanism for in store control and control of chain stores; Trash management - Handling of scraps, rejects, perishables etc.

References:

Berman, Barry and Joel R. Evans, *Retail Management: A Strategic Approach*, Prentice Hall of India Ltd., New Delhi, 2001.

Reynolds, Jonathan and Christine Cuthbertson, eds., *Retail Strategy: The View from the Bridge*, Elsevier, Amsterdam, 2004.

Oldfield, Brenda M., et. Al. (eds.), *Contemporary Cases n Retail Operations Management*, MacMillan Press Ltd., 2000.

Dunne, Patrick M., Robert F. Lusch and David A. Griffith, *Retailing*, Thomson Learning, Delhi, 2002.

Berman, Barry, *Retail Management: A Strategic Approach*, Pearson Education, 2007.

Berman, Barry and Joel R. Evans, *Retail Management: A Strategic Approach*, Prentice Hall of India Ltd., New Delhi, 2001.

Reynolds, Jonathan and Christine Cuthbertson, eds., *Retail Strategy: The View from the Bridge*, Elsevier, Amsterdam, 2004.

Bajaj, Chetan, Rajnish Tuli and Nidhi V. Srivstava, *Retail Management*, Oxford University Press, New Delhi, 2005.

David J. Rachman, *Retail Strategy and Structure: A Management Approach*, Prentice Hall, New Jersey, 2nd edition, 1975.

Reynolds, Jonathan and Christine Cuthbertson (eds.), *Retail Strategy: The View from the Bridge*, Elsevier, 2004.

Abhijit Das, *Mall Management with Case Studies*, Taxmann, New Delhi, 2006.

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Course Inputs

Unit-I

Introduction: Importance and nature of customer service; Types of customer services - Primary vs.complimentary services, Pre-transaction, transaction and post-transaction services; Customer servicing decisions - Determining types of customer services to be provided, customer service levels and amount of services charges, Factors influencing customer service decisions.

Unit-II

Management of customer services: Assessing customer service expectations; Deciding about store opening hour and days policy; Planning and organizing delivery of customer services - Parking and rest room services; Crèche and cafeteria services, Shopping carts, trolley and elevator facilities, Consumer counseling and education, Trial facilities, Billing/invoicing, payment and checkout services, Packaging and delivery services; Customer credit services, Alteration, repair and return services; Handling customer complaints and returns..

Unit-III

Retail Store Service Quality: Meaning and importance of service quality; Gap model of service quality;
Customer expectations - Meaning, types and their management, Retail store service quality Concept and its measurement; Service quality, value and satisfaction - An interface.

Unit-IV

Customer Centric People, Process and Physical Evidence Management: Importance of managing service staff and customers in retailing organisation; Role and types of service personnel; Mental, physical and emotional skills required for improved service staff performance, Handling interpersonal and intraorganisational conflicts concerning customer service, Service culture - Concept and importance; Strategies for building customer-oriented and service-oriented work force; Managing customers - Roles of customer receiving the service and other customers in service provision; Customer participation level in service, Strategies for enhancing customer role in service delivery.

References:

- Dunne, Patrick M., Robert F. Lusch and David A. Griffith, *Retailing*, Thomson Learning, Delhi, 2002.
- Shankar, Ravi, *Services Marketing: The Indian Experience*, South Asia Publications, New Delhi, 1997.
- Zeithmal, VA and M.J. Bitner, *Services Marketing*, Tata McGraw Hill Co. Ltd., 2007.
- Seth, Jagdish N., Atul Parvativar and G. Shainesh, *Customer Relationship Management: Emerging Concepts, Tools and Applications*, Tata McGraw Hill Publishing, New Delhi, 2001.
- Barnes, James G., *Secrets of Customer Relationship Management*, McGraw Hill, New York, 2001.
- Stone, Merlin and Neil Woodrock, *Relationship Marketing*, Kogan Page, London, 1996.
- Greenberg, Paul, *CRM at the Speed of Light*, Tata McGraw Co., New Delhi, 2001.
- Shajahan, S., *Relationship Marketing*, Tata McGraw Hill, New Delhi, 2004.
- Satterley, Richard, *Leading Through Relationship Marketing*, Tata McGraw Hill, New Delhi, 2003.
- Mukerjee, Kaushik, *Customer Relationship Management: A Strategic Approach to Marketing*, Prentice Hall of India Ltd., New Delhi.

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Course Inputs

Unit-I

Introduction to Shopper Behaviour: Importance of understanding shopper behaviour; Nature and types of shoppers; Buying participants and their roles; Changing dynamics of shopping opportunities and ever-changing Indian consumer.

Unit-II

Shopper Decision Making Process: Need/problem recognition; Information search; Outlet selection and purchase; Alternative evaluation in shopping; Shopping behaviour - Postpurchase behaviour; Factors influencing shopper behaviour: An overview; Shopper behaviour in Indian environment.

Unit-III

Influence of Socio-Cultural Factors: on Shopper Behaviour: Sub-Culture and shopper behaviour; Cross-Culture on shopper behaviour; Influences of social class on shopper behaviour; Groups Types of groups and influence of groups - opinion leadership, word of mouth communication.

Unit-IV

Influence of Personal Factors on Shopper Behaviour: Demographics influences; Family life cycle; Shopper needs and motives - Importance, meaning and types; Resolution of need conflict; Motivation theories; Perception - Importance and meaning, Elements of perception, Factors influencing consumer perception; Shopper attitudes: Meaning and elements, Attitude development process, Attitude measurement; Learning - Meaning and importance, Learning process and theories; Shopper's personality and lifestyle influences.

References:

- Simon, Paco Underhill and Schuster Paco Underhill, *Why we buy - the Science of Shopping*, Paco Underhill, Rockefeller Center, New York, 2000.
- Newman, Andrew J. and Peter Cullen, *Retailing Environment and Operations*, Thomson Learning Berkshire Huse, London, 2002.
- Kumar, S. Ramesh, *Conceptual Issues in Consumer Behaviour*, Pearson Education, Delhi, India, 2003.
- Schiffman, L.G., and L.L. Kanuk, *Consumer Behaviour*, Pearson Education, Delhi, India, 2003.
- Zeithaml, Valerie A. & Mary Jo-Bitner, *Services Marketing-Integrating Customer Focus Across the Firm*, Tata McGraw Hill, 2005.
- ICFAI, Retailing Sector, ICFAI Press, Hyderabad, Andhra Pradesh.
- Gao, Yuan, *Web Systems Design and, Online Consumer Behaviour*, Idea Group Publishing, 2005.
- Newman, Andrew J, and Peter Cullen, *Retailing Environment and Operations*, Thomson Learning, India, 2007.

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Course Inputs

Unit-I

Introduction: Meaning, nature and purpose of advertising; advertising in the context of retailing; Integrated marketing communication (IMC), Advertising management process - An overview; Setting of retail advertising objectives and budgets.
Media Decisions: Media planning - Media mix decisions: Popular media vehicles used in retail sector; Media timing and Scheduling.

Unit-II

Copy Writing: Creative strategy and copy writing; Different types of appeals; Copy layout; Evaluation of retail advertising effectiveness.
Advertising Agencies: Features, functions and types; Selection of advertising agency; Agency-client relations; Direct response advertising; Ethical and legal aspects of retail advertising.

Unit-III

Introduction to Sales Promotion: Meaning, nature and role of sales promotion; Major objectives and limitations of sales promotion; Major types of sales promotion tools and techniques - Manufacturer vs. Retail store sales promotion, Consumer vs. trade sales promotion.
Retail Store Sales Promotion: Objectives; Major retail store sales promotion tools for traffic building, purchase influencing and loyalty building - Sampling, price-off, coupon and money refund offers, premium, consumer contests and sweepstakes, point-of-purchase displays, demonstration, exchange offers, trade fairs and exhibitions.

Unit-IV

Trade promotion: Meaning and objectives; Major trade promotion schemes - Merchandise allowance, sales contests, point-of-purchase display assistance, trade discount, co-operative advertising.
Sales Promotion Planning and Control: Establishing objectives of sales promotion and selecting consumers for sales promotion; Developing, pre-testing, implementing, controlling and evaluating the sales promotion programme.

References:

Newman, Andrew J. and Peter Cullen, *Retailing Environment and Operations*, Thomson Learning, India, 2007. .

Belch, George E. and Michael A. Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, 6th edition, Tata McGraw Hill Co., 2003.

Batra, Rajeev, John G. Myers and David A. Aakers, *Advertising Management*, 5th edition, Prentice Hall of India, New Delhi, 2003.

Clow, Kenneth E., *Integrated Advertising, Promotion and Marketing Communications*, Pearson Education, 2007. Wells, William, John Burnet and Sandra Mriarty, *Advertising Principles and Practice*, 5th edition, Pearson Education, 2003.

Chunnawala, SA, *Advertising, Sales and Promotion Management*, Saujanya Books, Delhi. 2003.
SACHunnawala, *Advertising, Sales and Promotion Management*, Saujanya Books, Delhi, 2003.

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Course Inputs

Unit -1

Basic Framework: Concepts of logistics and Supply Chain Management (SCM); Value chain analysis, Cost structure of supply chain and SCM; Six Sigma; Internationalization of SCM.
Integrated SCM: Concept, span and process of integrated SCM; Reverse logistics; Supply chain and continuous improvement; Supply chain modeling; Forecasting and financial planning; chain and after sales services; Creating life-cycle ownership value; Demand management; Product development process and SCM; Supply chain performance measurement.

Unit-II

Managing Relationships in SCM: Role of relationship marketing in SCM; Managing relationships with suppliers, service providers and customers; Captive suppliers and buyers; Strategic partnerships Supplier-retailer collaboration and alliances.

Purchasing Process: Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Multi velocity stock management; Supplier selection and evaluation; Purchase agreement; Purchasing cost management; International sourcing process and procedure: An overview.

Unit-III

Supply Chain and Information Management: Importance of information management; IT and business management systems - MR, DRP, ERP, PDM, EIP and CPFR; Globalization, technology and business chain management.

Unit-IV

Retail Supply Chain Management in India: Supply chain organisation structure and planning in different retail sectors - Food & grocery, apparel, consumer durables, and pharmaceuticals; Supply chain infrastructure in India - Transportation, storage and cold chains, logistics service providers; Technology induction in Indian retail supply chain; Supply chain management across the states - Taxation and regulation issues; Re-engineering the supply chain - Future directions.

References: ,

- Ballou, R.H., *Business Logistics: The Supply Chain Management*, Pearson Education, 2007.
Bowersox, Donald J. and David J. Closs, *Logistical Management: The Integrated Supply Chain Process*, TMH, 2003.
Christopher, Martin, *Logistics and Supply Chain Management*, Pitman, London 1993.
Chopra, Sunil and Peter Meindl, *Supply chain Management: Strategy, Planning and Operation*, Pearson Education, New Delhi 2007.
Sahay, B.S., *Supply Chain Management for Global Competitiveness*, Macmillan, New Delhi.2003.
Schary, Philip B., Tage Skjott-Larsen, *Managing the Global Supply Chain*, Viva, Mumbai, 2000.
Weele, Arjan J Van, *Purchasing and Supply Chain Management-Analysis, Planning and Practice*, Thomson Learning, 2000.

Paper 17

MRM -17 IT Applications in Retailing

Max.Marks:80

Time 3 Hours

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Course Inputs

Unit-I

Introduction to Information Technology, Basics of Information Systems, Electronic Point of Sales-Hardware and Automatic identifications and Data Capture (AIDC)

Unit-II

Database Management Systems, Network and Telecommunication, Electronic Point of Sales - Software and Modern Electronic Payment Methods.

Unit-III

Retail Service-scape and Type of Retailers, Enterprise Resource Planning (ERP), Retail ERP - Functions and Features and Information Systems for Supply Chain Management.

Unit-IV

Customer Relationship Management Applications, E-Commerce - E-tailing, Emerging Retail Technologies and Retail IT products and Vendors.

References:

1. Information Technology for Retail by Girdhar Joshi, Oxford Printing Press, India. 2.

