

MBA (RETAIL MANAGEMENT)
COURSE STRUCTURE
Semester I

Subjects	Credit	Course Code
Mathematics for Management	4(4+0+0)	MAS-602
IT (Management)	3(2+0+2)	COMP-706
Economic Analysis	3(2+1+0)	BAM-757
Principle of Accounting	3(3+0+0)	BAM-709
Business Communication	3(2+1+0)	BAM -752
Mercantile Law	3(2+1+0)	BAM-797
Organisational Behavior and Management Process	3(1+2+0)	BAM-754
Retail Shopper Behavior	3(3+0+0)	RTM-701

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Semester II

Subjects	Credit	Course Code
Managerial Accounting	3(3+0+0)	BAM-751
Marketing Management	3(2+1+0)	BAM-760
Finance in Retail operations	3(3+1+0)	BAM-761
Operation Management	3(2+1+0)	BAM-762
Managerial Economics	3(3+0+0)	BAM-750
Retail Brand Management& Selling	3(3+0+0)	RTM-706
HR in Retail operations	3(3+0+0)	RTM-702
Legal issues in Retail	3(3+0+0)	RTM-710

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SUMMER TRAINING (non credit)

Semester III

Subjects	Credit	Course Code
Visual Merchandising, Franchising and Vendor Management	3(3+0+0)	RTM 707
Retail SCM & Warehousing	3(3+0+0)	RTM 703
Retail Information Systems	3(3+0+0)	RTM 704
Specialization Cluster (3x3=9 credits)**	9	RTM 708

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Semester IV

Subjects	Credit	Course Code
Summer Project Report	15	RTM-711
Seminar on Summer Project	1	RTM712
Project -I(2 month)	15	RTM-713
Project - II(2 month)	15	RTM-714
Seminar	2	RTM-715

The above Projects will be focusing on the Practical applicability of the theory mainly comprising all the 'Retail Verticals'*

*RETAIL VERTICALS

Food and Grocery

Apparel

Jewellery/ watches/Lifestyle

Consumer Durables and Home

Improvement

Petro-retailing

Books and Music

TOTAL CREDITS: (25+24+18+48) = 115

	Course Code	MARKETING
1	BAM-880	Advertising Management
2	BAM-901	Advances in Consumer Behavior
3	BAM-903	Product and Brand Management
		HUMAN RESOURCE MANAGEMENT
1	BAM-908	Compensation Management
2	BAM-874	Management of Industrial Relations
3	BAM-911	Conflict Management
		FINANCE
1	BAM-916	Management of Financial Services
2	BAM-875	Working Capital Management
3	BAM-918	Micro Finance

****SPECIALIZATION CLUSTERS**

Syllabus

Master of Business Administration (Retail Management)

Semester I

CODE MAS-602
(4+0+0)

Mathematic for Management CREDIT- 4

- ❖ Determinations Matrices
- ❖ Linear Equations
- ❖ Differentiation & Derivative
- ❖ Integration
- ❖ Maxima & Minima of Functions
- ❖ Probability
- ❖ Frequency Distribution & their analysis
- ❖ Multiple Regression & Correlation Analysis
- ❖ Time Series Analysis
- ❖ Test of Hypothesis
- ❖ Progression & Annuity

Text Book Recommended:

1. Mathematics for Management: An Introduction- Raghavchari

CODE COMP-706
(2+0+2)

IT (Management)

CREDIT-3

- ❖ Information Concepts and Processing

- ❖ Data Concepts
- ❖ Elements of Electronic Data Processing
- ❖ Special Applications
- ❖ Numbers Systems in Computers
- ❖ Elements of Computer Systems
- ❖ Concepts of hardware and Storage Devices
- ❖ Concepts of Software
- ❖ Concepts of Operating Systems
- ❖ Computers & Communication
- ❖ Programming Languages-Classification
- ❖ Computer Management & Virus Protection
- ❖ Internet, Intranet
- ❖ IT Application

Practical:

- ❖ Fundamental
- ❖ Commands of MS-DOS
- ❖ Window & GUI
- ❖ MS-WORD
- ❖ MS-EXEL
- ❖ MS-POWERPOINT
- ❖ Exposure to Statistical & Financial Packages

CODE BAM-757

Economic Analysis

CREDIT-

3(2+1+0)

- ❖ Concept of Macro Economics
- ❖ National Income Concepts & Methods of Estimating Measuring Gross Domestic Products
- ❖ Inflation & Price Inders
- ❖ Analysis of Mony & Credit Market-Working & Control: Monetary & Fiscal Policy
- ❖ Inflation & Unemployment
- ❖ Consumption Function & Aggregate Demand
- ❖ General Equilibrium IS-LM Mechanism
- ❖ International; Aspects of Macro Economics: Balance of Payment and Balance of Trade Foreign exchange
- ❖ Budget Deficits International Adjustments Under Fixed & Flexible Exchange Rate
- ❖ Input-Output Analysis

Text Book Recommended:

- Micro Economics- Samuelson & Nodhaus
- Macro Economics-Samuelson & Nordhaus

CODE BAM-709

Principles of Accounting

CREDIT-

3(3+0+0)

- ❖ Meaning Scope & Objectives of Accounting
- ❖ Principles of Accounting: Concepts & Conventions
- ❖ Journalizing Transactions
- ❖ Ledger Subsidiary Books of Accounts Including Cash Book
- ❖ Bank Reconciliation Statement
- ❖ Rectification of Errors
- ❖ Trail Balance
- ❖ Preparation of Final Accounts: Trading Account, Profit & Loss Account, Balance Sheet, Capital and Revenue Expenditure & Income
- ❖ Depreciation

Text Book Recommended:

- Modern Accountancy- Mukherjee & Hanif
- Advanced Accountancy- Jain & Narang
- An Introduction to Accountancy- S.N. Maheshwari & S.K. Maheshwari

CODE BAM-752

Business Communication

CREDIT-3(2+1+0)

- Concept of Communication
- Communication Process
- Barriers to Communication
- Communication in Organization: Upward and Downward Communication, Formal and Informal Communication Grapevines
- Written Communication: Formal Reports, Technical Reports, Business Correspondence, Notice, Agenda, Minutes, Handbook, Manuals, Research Paper & Articles
- Oral Communication: Dyadic Communication, Meetings, Seminars, Conference, group discussion, Audio-Video Aids
- Non-Verbal Communication: Personal Appearances, Posture, Gesture, Facial Expressions, Eye-Contact, Space Distancing

Text Book Recommended:

1. Business Communication-Lesikar & Pettit
2. Business Communication-Guffey

CODE BAM-797

Mercantile Law

CREDIT-3(2+1+0)

- ❖ Law of Contract
- ❖ Negotiable Instrument Act
- ❖ Partnership Act
- ❖ Company Act 1956
- ❖ Contingent & Quasi-Contracts
- ❖ Bailment and Pledge
- ❖ Agency
- ❖ Contract of Indemnity and Guarantee

CODE BAM-754 Organizational Behaviour & Management Process
CREDIT-3(1+2+0)

1. Introduction to Organizational Behaviour

- Understanding Organizational Behaviour
- Understanding the concepts of Organizational Behaviour
- Learn the various roles of managers in the Organizations
- Understand the field, scope and importance of Organizational Behaviour

2. Models/Theories of Organizational Behaviour

- An Organizational Behaviour System
- Models: Autocratic, Custodial, Supportive, Collegial

4. Human Factors and Motivation

- Human Factors in Managing
- An Early Behavioural Model: McGregor's Theory X and Y
- Maslow's Hierarchy of Needs Theory
- Herzberg's Motivation-Hygiene Theory

5. Leadership

- Defining Leadership
- Ingredients of Leadership
- Trait Approaches to Leadership
- Leadership Behaviour and Styles
- Situational and Contingency, Approaches to Leadership
- Transactional and Transformational Leadership

8. Perception and Individual Decision Making

- What is Perception, Factors Influencing Perception
- Person Perception: Making Judgments about Others
- Putting All It Together: The Focus of our Attention, Some Organizing Principles of Perception, Constancies and Illusions

9. The Organization System

- Foundations of Organizational Structure: What is Organizational Structure, Common Organizational Designs, New Design Options, Why do Structure Differ, Organizational Design and Employee Behaviour
- Organizational Culture: Institutionalization, What is Organizational Culture, What do Cultures Do, Creating and Sustaining Culture, How Employees Learn Culture, Creating an Ethical and a Customer Organizational Culture

10. Organizational Dynamics: Organizational Change and Stress Management

- Approaches to Managing Organizational Change
- Contemporary Change Issues for Today's Managers
- Work Stress and Its Management

References

1. Organizational Behaviour: Texts and Cases By R.K Puri & Sanjeev Verma- Topic 1,2
2. Organizational Behaviour: Human Behaviour at Work 11th Ed. John W. Newstrom & Keith Davis: Topic 3
3. Essentials of Management- Harold Koontz & Heinz Wehrich 6th Ed: Topic 4, 5

4. Psychology 5th Ed.-Robert A. Baron Topic 6, 7, 8
5. Organizational Behaviour 11th Edition By Stephen P. Robbins- Topic 8, 9, 10

Note: For topics 8 please refer both books –No.4 (sub-topic 1 & 2) & 5 (sub-topic 3)

**CODE RTM-701
3(3+0+0)**

Retail Shopper Behavior

CREDIT-

- Introducing the Concepts and techniques for understanding the Retail dynamics of customer buying decision process for products.
- Model of Retail consumer behavior, personal, social and cultural influences on the customer, understanding customer needs and motives.
- Relevant theories of personality, perception and motivation, customer buying roles
- Stages in retail buying decision process such as information search, alternatives evaluation, brand choice, post purchase dissonance, brand loyalty, and motivation research-concepts.

Master of Business Administration (Retail Management)

Semester II

BAM-751

Managerial Accounting

Credit: 3(3+0+0)

- ❖ Concept of Managerial Accounting
- ❖ Understanding Financial Statements: Ratio Analysis, Cash Flow & Fund, Flow Statement
- ❖ Cost Flows & Concepts
- ❖ Cost –Volume-Profit Analysis
- ❖ Budget & Budgetary Control
- ❖ Zero Based Budgeting
- ❖ Responsibility Accounting

Text Book Recommended

1. Introduction to Management Accounting-Horngren, Sundem, Stratton
2. Management Accounting-Khan & Jain

BAM-760

Marketing Management-I

Credit

3(2+1+0)

- ❖ Marketing in the Twenty-First Century
- ❖ Building Customer Satisfaction, Value and Retention
- ❖ Winning Markets: Market Oriented Strategic Planning
- ❖ Gathering Information and Measuring Market Demand
- ❖ Scanning the Marketing Environment
- ❖ Analyzing Consumer Markets and Buyer Behaviour
- ❖ Analyzing Business Markets and Business Buying Behaviour
- ❖ Dealing with the Competition
- ❖ Identifying Market Segment and Selecting Target Markets
- ❖ Positioning the Market Offering through the Product Life Cycle
- ❖ Developing New Market Offering

Text Book Recommended:

1. Marketing Management-Philip Kotler
2. Marketing Management-Ramaswani & Namakumari

BAM-761

Financial in Retail Operations

Credit

3(2+1+0)

- Introduction
- Planning for profit: Developing a Financial Plan
- Retail Accounting Systems
- Financial Statement Analysis
- Ratio Analysis
- Budgeting for Merchandise and Forecasting
- Inventory valuation
- Resource allocation

BAM-762

Operation Management

Credit: 3(2+1+0)

- ❖ Operation Function
- ❖ Operation Strategy
- ❖ Product Design

- ❖ Process Selection
- ❖ Service Process Design
- ❖ Forecasting
- ❖ Facilities Decisions
- ❖ Aggregate Planning

Text Book Recommended:

1. Operation Management-Krajewski
2. Operation Management-Dilworth

BAM-750
3(3+0+0)

Managerial Economics

Credit:

- ❖ Concepts & Tools of Managerial Economics
- ❖ Demand & Supply Analysis
- ❖ Production Analysis
- ❖ Cost Concepts
- ❖ Market Dynamic: Elements of Competition, Perfect Completion, Monopoly & Price Discrimination, Imperfect Competition & Duopoly
- ❖ Profit Concepts & Measurement

RTM-706
3(3+0+0)

Retail Brand Management & Selling

Credit:

- Definition & Role of Brand
- Brand Loyalty
- Positioning of a Brand
- Personality of a Brand
- Consumer's Concept of 'Self-Image'
- Brand Proposition
- Brand Name & Brand Awareness
- Managing Brand over their Life Cycle
- Brand updating & Brand Extension
- Own Brand and Counter Feting of Copycat Brands
- Corporate Branding
- Retail Selling: Approaches
- Making the Sale

Text Book Recommended:

- Retail Management by S.L. Gupta
- Retail Marketing Management by David Gilbert

RTM-702

HR in Retail Operations

Credit: 3(3+0+0)

- Introduction
- Planning for Human Resources
- Human Resource Functions
 - Job analysis and job design
 - Recruitment and selection of retail employees
 - Training & Development
 - Performance Management
 - Compensation & benefits
 - Labor Relations
 - Managerial Relations
- Organizational charts; Design for Retailer's Specific needs
- The hiring process
- Training & Management
- Employee turnover

RTM-710

Legal Issues in Retail

Credit: 3(3+0+0)

- Introduction
- Difference between ethics and Laws
- The field of ethics: central and Ethical perspectives
- Laws
 - Employee theft
 - Customer theft
 - Loss prevention strategies
 - Internet Fraud

- Specific Laws that affect Retailers
 - Trade Mark Regulations
 - Anti trust Laws
 - Horizontal agreements
 - Vertical agreements
 - Consumer Protection Acts
 - Corporate Disclosure Acts
- Govt. Response to violation Rows

Master of Business Administration (Retail Management)

Semester III

Summer Training (Non Credit)

RTM-707 Visual Merchandising, Franchising & Vendor Management
Credit: 3(3+0+0)

- ❖ Merchandising Philosophy
- ❖ Buying organization Formats and Process
- ❖ Devising Merchandise plans
- ❖ Category Management
- ❖ Merchandise S of T ware
- ❖ Implementing Merchandise plans
- ❖ Logistics and Intently Management

RTM-714

Project-II (2 Month)

Credit:15

RTM-715

Seminar

Credit:02

The above Projects will be focusing on the Practical applicability of the theory mainly comprising all the 'Retail Verticals'*

***RETAIL VERTICALS**

Food and Grocery

Apparel

Jewellery/ watches/Lifestyle

Consumer Durables and Home

Improvement

Petro-retailing

Books and Music

**SPECIALIZATION CLUSTERS (RETAIL
MANAGEMENT)**

MARKETING

BAM-880

Advertising Management

Unit: 3 Brand Equity: Concept, Brand elements. Principles of Branding, Communication Mix Strategy.

Unit 4: Brand Media: Communication Channels and techniques, Advertising, Brand Perception, Packaging.

Unit 5: Brand Extension: Nature, advantages and disadvantages, factors of brand extension. Brand personality: Nature, advantages, brand personality and user imagery . Concept of Brand positioning.

Unit 6: Brand Strategy: Introduction and type of strategies.

Unit 7: Brand valuation: Meaning, techniques, methods of valuing a brand. Introduction to service brands.

HUMAN RESOURCE MANAGEMENT

BAM-908

Compensation Management

1. Wage and Salary definition and factors influencing fixation of wage & salary
2. Theories of Wages
3. Methods of Wage payment
4. Determinants of Wage Scales & Wage Structure
5. Work Measurement Technique, Procedure and Calculation of Standard time
6. Individual & group incentive Scheme Suggested Readings. Wages & Salary Administration: Alka Gupta Salary Administration: Sarojini Senghal

BAM-874

Management of Industrial Relations

- The course provides the conceptual framework and approaches to industrial relations and the influence of the emerging socio-economics scenario on industrial relations.
- Structure, characteristics and function of trade unions.
- Recognition of trade unions as collective bargaining agents.
- Essentials of Trade Unions Act.
- Employee disciplining and grievance handling.
- Industrial disputes, bipartite and tripartite machineries.
- Collective bargaining, relevant provisions under Industrial Disputes Act.
- Strikes and lock outs, employee empowerment
- Industrial democracy.
- Workers participation in management.
- International Labour Organisation.
- Recommendation of II National Commission on labour.

BAM-911 Conflict Management

Unit 1:

- **Conflict:** Definition and Nature of Conflict, the Conflict Process, Sources of Conflict in Organizations, Interpersonal Conflict Management Styles, Structural Approaches to Conflict Management.

Unit 2:

- **Communication, Conflict and Negotiation:** The Six Basic Principles of Persuasion: Liking, Reciprocity, Social Proof, Consistency, Authority, Scarcity.

Unit 3:

- **Conflict Resolution Exercises:** Identification of your conflict Resolution
- **Conflict Management Exercises:** Role Playing Method, Case Study Method.
- **Collective Bargaining.**

Unit 4:

- **Resolving Conflict Through Negotiation:** Nature and Significance of Negotiation Skills, Bargaining Zone Model of Negotiations, Situational Influences on Negotiation, Negotiator Behaviours, Third Party Conflict Resolution, Cross Cultural Perspectives on Negotiation Styles, Study on Negotiation Skills Among Indian Executives.

References

1. Human Relations and Organizational Behaviour: R.S. Dwivedi
2. Organizational Behaviour: Mc Shane & Glinow: Tata McGraw Hill Edition
3. Organizational Behaviour: L.M. Prasad
4. Organizational Behaviour: Texts and Cases, 2nd Ed.-By Uma Sekaran
5. Organizational Behaviour: Texts and Cases By R.K. Puri & Sanjeev Verma
6. Organizational Behaviour: 11th Edition By Stephen P. Robbins
7. Leadership Research Findings, Practice and Skills by Andrew J. DuBrin
8. Kharbanda: Be A Dynamic Leader
9. Modern Labour Laws an Industrial Relations: Srikanta Mishra
10. Industrial Relations, Trade Unions and Labour Legislation: P.R.N. Sinha, Indu Bala Sinha & Seema Priyadashini Shekhar.

FINANCE

BAM-916

Management of Financial Services

Unit 1: Natures and functions of financial services.

Unit 2: Hire-purchase, Leasing and consumer credit.

Unit 3 : Insurance services: Nature and functions. Role of LIC and GIC.

Unit 4: Venture Capital: Nature and Scope of venture capital in India. Venture Capital firms Study of Venture Capital Funds of IDBI and SIDBI

Unit 6: Mergers/Amalgamations and Acquisition/Takeovers

Unit 7: Merchant Banking: Concept, merchant banking in India, regulation of merchant banking in India.

Unit 8: Mutual Funds: Concept and classification. Growth and importance of mutual funds. Performance of listed schemes. Performance of open ended schemes.

BAM-875

Working Capital Management

Management of working capital: Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements

Solvency, Liquidity Analysis & Financial Flexibility

Financing Approaches in Working Capital., Financing of working capital and norms of bank finance;

Sources of working capital: Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

Cash Management: Concept of Cash Budget, Cash Collection Systems, Cash Concentration, Strategies

Inventory Management, Approach of inventory Management

Accounts Receivable Management, Credit Policy & Collections

Managing Payables & Accruals

Short Term Financing. Payment System & Financial Institution

Marketable Securities: Avenues and Issues

BAM-918

Micro Finance

1. Concept of micro-Finance : Nature and Scope
2. The Indian Micro-Finance Industry-Status and Trends
3. Models of Micro-Finance-Introduction to Strategic Choice by Organizations (Exercise on Models to be done in small groups).
4. Cost in Micro-Finance Institutions

5. Portfolio and Delinquency Management-Delinquency, Default, Definitions, Rates and Sustainability
6. Strategic Business Planning-Key Aspects and Strategic Issues for Developing a Business Plan
7. Impact assessment of Micro-Finance Programmes