

Faculty of Commerce & Management

।।अंतरी पेटवू ज्ञानज्योत।।

**NORTH MAHARASHTRA UNIVERSITY,
JALGAON.**

**SYLLABUS FOR
M.B.A.
RETAIL MANAGEMENT
(Specialisation)
Semester-III & IV**

(W.e.f. A.y. 2007-08)

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NORTH MAHARASHTRA UNIVERSITY, JALGAON
Master of Business Administration
Syllabus Structure for Retail Management -M.B.A.
Specialisation
(W.e.f. A.y.2007-08)

SEMESTER - III

- 305(H) Retail Management**
- 306(H) Retail Logistics**
- 307(H) Global Retailing**

SEMESTER - IV

- 405(H) Strategic Retailing**
- 406(H) Cases in Retailing**

MASTER OF BUSINESS ADMINISTRATION
M.B.A.- Specialisation
SEMESTER - III - 305 (H) RETAIL MANAGEMENT
(W.e.f. A.v.2007-08)

1) **INTRODUCTION TO RETAIL**

- Defination , Nature
- Meaning
- Types
- Classification – Retailing & Marketing
- Growing importance of retailing
- The wheel of retailing
- Factors influencing retailing

2) **RETAIL MODELS & THEORIES OF RETAIL DEVELOPMENT**

- Theories of retail development
- The concept of life cycle in retail

3) **RETAIL INSTITUTIONS BY OWNERSHIP & ORGANIZATION.**

- Retail categories
- Types of business organization
- Types of Retail store ownership
- Classification on the basis of ownership
- Classification on the basis of Merchandise offered
- Non store retailing
- Direct selling
- Direct response Marketing
- Other retail models – Automated vending / Kiosks

4) **UNDERSTANDING THE RETAIL CONSUMER**

- Analyzing & understanding the consumer
- Need for studying consumer behaviour
- Factors influencing the retail shopper.
- Understanding motivation – Maslow’s hierarchy model
- Learning
- The buying process
- Demographics
- Lifestyles

CONSUMER BEHAVIOUR AND RETAIL OPERATIONS

- Consumer behaviour in the retail context
- Comparison of behaviourist & cognitivist approaches
- The main theories of consumer behavior

5) **THE RETAIL MARKETING & COMMUNICATION**

The retail marketing mix

- Product
- Price
- Place
- Promotion
- Presentation
- Customer service
- People

The STP approach

- Segmentation
- Target market
- Positioning

The retail communication mix

- Advertising
- Sales promotion
- Public relations & publicity
- Personal selling
- Integrated marketing communications

6) **THE MANAGEMENT OF SERVICE & QUALITY IN RETAILING**

- What constitutes retailing?
- The service – product concept
- The intangible-tangible product continuum
- A classification of service and quality
- Implementation of service management
- Why there is growing emphasis on control of quality
- What are the key terms for quality?
- Characteristics of quality
- Quality auditing systems
- Is quality a cost or a long – term benefit?

7) **RETAIL IN INDIA**

- The evolution of retail in India
- Drivers of retail change in India
- Changing income profiles
- Diminishing difference between rural and urban India
- Changes in consumption patterns
- The emergence of a young earning India
- The size of retail in India

- Clothing, textiles and fashion accessories
- Food and food services

- Books and music
- Other emerging sectors
- Foreign direct investment in retail
- Retail realities : beyond urban boundaries
- Challenges to retail development in India
- Threats of new entrants
- Threats of substitutes
- Bargaining power of suppliers
- Bargaining power of buyers
- Intensity of rivalry

MASTER OF BUSINESS ADMINISTRATION
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SEMESTER - III- 306(H) Retail Logistics
(W.e.f. A.y.2007-08)

1) **BASICS OF RETAIL MERCHANDISING**

- What is merchandising
- The evolution of merchandising
- Factors affecting the merchandising function
- The merchandiser – Role & responsibilities
- The buyer – Role & responsibilities
- The function of buying for different types of organizations.
- The concept of lifestyle merchandising

2) **THE PROCESS OF MERCHANDISE PLANNING**

- The concept of merchandise planning

The implications of merchandise planning

- Finance
- Marketing
- Warehousing & logistics
- Store operations

The process of merchandising planning

- Developing the sales forecast
- Determining the merchandise requirements
- Merchandising control
- Assortment planning
- The range plan
- The model stock plan
- Tools used for merchandise planning

3) **THE METHODS OF MERCHANDISE PROCUREMENT**

- Merchandising sourcing

Method of procuring merchandise

- Identifying the source of supply
- Contracting & evaluating the sources of supply
- Negotiating with vendors
- Establishing vendor relationship
- Analyzing vendor performance

The concept of private label

- The evolution of private label
- The advantages of a private label
- The process of private label creation

Category management: A method of merchandise management

- The reasons for the emergence of category management
- The components of category management
- The role of the category captain
- Does category management really works

4) **SUPPLY CHAIN MANAGEMENT**

- The concept of supply chain management
- The need for supply chain management
- The evolution of supply chain management
- Issues involved in developing the supply chain framework

Supply chain integration

- Short life cycles
- High volatility
- Low predictability
- High Impulse purchase
- Time-to-market
- Time-to-serve
- Time-to-react
- Time-to-market
- Time-to-serve
- Time-to-react
- The lead time gap
- Innovations in supply chain management
- Collaborative planning forecasting and replenishment (CPFR)
- Cross docking
- The food and Grocery supply chain
- Retail logistics
- Emerging concepts in Logistics

5) **RESEARCH FOR RETAILERS**

- Retail information systems (RIS)
- Marketing research
- Retailing research
- The informal approach to research
- The research process
- Conducting retailing research
- Afterword- retailing in the future

6) **RETAIL MANAGEMENT INFORMATION SYSTEM**

- Unique needs of Technology in retail
- The need for product identification
- The importance of information technology in retail
- Efficient stocking of merchandise
- Collection of data

- Efficiency in operations
- Helps communication
- Factors affecting the use of technology
- Applications of technology
- Electronic data interchange (EDI)
- Database management, data warehousing, data mining
- Radio frequency identification (RFID)
- E-Commerce or E-tailing
- The scene in India

7) **THE APPLICATIONS OF IT TO RETAIL MARKETING**

- The growing role of IT in retailing
- Information technology – some explanations and definitions
- IT for competitive advantage
- Capturing data at the point of sale
- Database marketing, data mining and business intelligence
- Business data communication
- Electronic retailing
- Future trends

MASTER OF BUSINESS ADMINISTRATION
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SEMESTER - III- 307 (H) Global Retailing
(W.e.f. A.y.2007-08)

- 1) **INTERNATIONAL RETAILING**
 - International retailing- a definition
 - The move to international retailing
 - The development of international retailing
 - International retail structures
 - Motives & reasons for internationalization
 - Identifying & evaluating opportunities
 - Capitalizing on selected opportunities
 - Direction of expansion
 - Market entry methods
 - Typologies of international expansion

- 2) **ONLINE RETAILING**
 - Online retailing- e-tailing – internet retailing
 - Features of online retailing
 - Suitability of electronic channels
 - Online retailing & pricing
 - Comparison of conventional & online retailing

- 3) **MANAGING SAFETY & SECURITY AT RETAIL OUTLETS**
 - Inventory shrinkages (through employee theft, shoplifting etc) at retail outlets
 - Use of technology in handling safety & security

- 4) **ETHICAL ISSUES IN RETAILING**
 - The different pressures for a company to be socially responsible
 - Criticism of marketing activities
 - Product misuse & safety issues
 - Green issues
 - The acceptability of a societal marketing approach.
 - Corporate social responsibility
 - **Ethics in retailing**
 - customers
 - community and the general public
 - employees
 - business partners (suppliers, logistics organizations, banks, other professional organizations)
 - shareholders

- 5) **KEY PLAYERS IN THE WORLD OF RETAIL**
 - Indepth study of at least 10 world famous retail outlet chains. (e.g. walmart, sear's roebuck)

6) **THE FUTURE OF RETAILING**

- Improved consumer understanding
- More emphasis placed upon brand, image and positioning
- Emerging trends in IT
- The physical aspects of retailing
- Company learning curves
- Possible areas of change

MASTER OF BUSINESS ADMINISTRATION
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SEMESTER - IV- 405(H) Strategic Retailing
(W.e.f. A.v.2007-08)

1) **RETAIL STRATEGY**

- What is strategy?
- Strategy – The retail perspective
- Define the mission or the purpose of the organization
- Conduct a situation analysis
- Identifying options/strategic alternatives
- Set objectives
- Obtain and allocate the resources needed to compete
- Develop the strategic plan
- Implement the strategy, evaluate and control
- International expansion- a growth strategy
- Export
- Franchising/Licensing
- Acquisitions and Mergers
- Joint venture
- Organic growth
- The concept of Branding
- The concept of a Retail brand
- Building a Retail brand
- The Retail value chain

2) **METHODS AND APPROACHES TO RETAIL MARKETING PLANNING**

- Problems that may arise if retail planning is ignored
- The purpose of a marketing plan
- Reasons for poor planning experiences
- The structure of the marketing plan
- The corporate mission and goals
- External and internal audit
- Business situation analysis
- Creating the objectives
- Providing an effective marketing mix strategy
- Monitoring the plan

3) **RETAIL STORE LOCATION STRATEGIES AND DECISIONS**

- Types of retail locations
- Steps involved in choosing retail locations
- Location site and types of retail development
- Locational techniques
- Catchment area analysis
- Regression analysis
- Retail property development
- The leasing of a retail outlet

- Trends in retail property development in India

4) **RETAIL FRANCHISING**

- The concept of franchising
- Evolution of franchising
- Types of franchising
- **Advantages of franchising**
 - Low risk
 - Growth
 - Ease of financing and operational support
 - Advertising
- **Disadvantages of franchising**
 - Royalty/fees
 - Lack of control
- The international franchising scene
- Franchising in India
- Legal issues in franchising in India

5) **THE MANAGEMENT OF A RETAIL BRAND**

- Definition of a brand
- The role of the brand
- Brand loyalty
- Positioning of a brand
- Personality of a brand
- Consumers concept of self-image
- Brand proposition
- Brand name
- Brand awareness
- Managing brands over their life cycles
- Successful brands
- Brand updating
- Counterfeit or copycat brands
- Own brands
- Corporate branding
- Types of brand extension

6) **CREDIT AND FINANCIAL STRATEGIES FOR RETAILING**

- Extending credit
- Credit plans offered by retailers
- Store credit systems
- Retail economics
- **Measures of performance**
 - The income statement
 - The balance sheet
- **Measures of performance evaluation**
 - Ratio analysis
 - Other measures of performance
 - Measuring retail store and space performance

- Measuring employee productivity
- The strategic profit model

7) **RETAIL STORE DESIGN AND VISUAL MERCHANDISING**

- Importance of store design
- Exterior store design
- **Interior store design**
 - Fixtures
 - flooring and ceilings
 - lighting
 - graphics and signages
- **Types of layouts**
 - The grid layout
 - The racetrack layout
 - Freeform layout
 - Directing the flow of traffic or the circulation plan
 - Layout selection – chief considerations
 - The planogram
 - Visual merchandising
 - Methods of display

8) **HUMAN RESOURCE MANAGEMENT STRATEGIES IN RETAILING**

- Organization structure in retail
- **Human resource management in retail**
 - Identifying the various roles in the organizations
 - Recruitment and selection
 - Training
 - Motivation
 - Evaluation of performance

9) **RETAIL PRICING STRATEGIES**

- The concept of Retail price
- Elements of retail price
- Determining the price
- Calculating break-even units
- Mark up pricing
- Cumulative markup
- Initial markup
- Maintained mark up
- Retail pricing policies/strategies
- Market skimming
- Market penetration
- Price bundling
- Leader pricing
- Multi-unit pricing
- Every day low pricing
- Odd pricing
- Single pricing

- Multiple pricing
- Adjustments to retail price
- A comparison of Markups and Markdowns
- Merchandise allocation
- Evaluating merchandise performance
- ABC analysis
- Sell through analysis
- Multiple attribute method
- The concept of Gross
- Margin return on Investment (GMROI)

10) **STORE LOYALTY AND CUSTOMER RELATIONSHIPS MANAGEMENT**

- **Store loyalty**
 - Types of customers
 - Meaning of customer loyalty
 - Variables influencing store loyalty
 - Building loyalty
 - Helping customers in their planned/unplanned and impulse buying decisions
 - A store loyalty model

Customer relationship management

- Meaning of customer relationship management (CRM)
- Importance of the CRM process
- Steps involved in the CRM process
- A model of relationship based buying
- Relationship based buying
- Importance of customer retention management
- The what factors

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Case studies based on topics covered in 4 papers of Retailing and one compulsory paper of 206 Marketing Management. In the examination, out of 5 cases, 3 cases should be solved.

Books recommended :

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|--|---|
| 1. Modern Retailing | - Morgetein/Strongin, Prantice Hall |
| 2. Retailing Management(2 nd Edition) | - Swapna Pradhan,, Tata Mcgraw Hill. |
| 3. Retail Management | - Suja Nair, Himalaya Publications. |
| 4. Channel & Retail Management | - Meenal Dhotre, Himalaya Publications. |
| 5. Retail Marketing Management | - David Gilbert, Prantice Hall |
| 6. Retailing | - Lucas, Bush, Gresham |
| 7. Customer Relationship Management – V. Venkata Rramana, | Excel Books |
| 8. Marketing | - Bovee, Thill |
| 9. Retail Management | - Gibson Vedamani |
| 10. Retailing Management | - Levy & Weitz |
| 11. Retail Marketing Management | - David Gilbert |
| 12. Retail Management | - Ron Hasty & James Reardon |
| 13. The Art of Retailing | - A.J.Lamba |
| 14. Retail Marketing Management | - Swapna Pradhan |
| 15. Retailing Management | - W.Steward |
| 16. Retailing Management – Analysis, Planning & Control | - David Walters |
| 17. Product management | - Donal R. Lehmann, Russel S. Winer |
| 18. Customer Relationship Management – V. Venkata Rramana, | Excel Books |
| 19. Retail Buying 7/ e | - Jay Diamond, Pintel , Pearson Prantice Hall |
| 20. Retail Management 9/e | - Berman, Evans , Pearson Prantice Hall |
| 21. Retail Management- Astrategic Approach 10/e | - Berman, Evans , Pearson Prantice Hall |

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