

UNIVERSITY OF MUMBAI

CIRCULAR :-

No.UG / 356 of 2008

MUMBAI-400 032

2nd August, 2008

The Director,
Garware Institute of Career Education
and Development,
University of Mumbai,
Vidyanagari, Santacruz (E),
MUMBAI-400 098.

Sir,

I am to inform you that the proposal from the Garware Institute of Career Education and Development has been accepted by the Academic Council at its meeting held on 27th February, 2008 vide item No.7.11 and subsequently approved by the Management Council at its meeting held on 24th April, 2008 vide item No. 15 and that, in accordance therewith, the following Post-graduate Diploma Courses in (1) Logistics and Supply Chain Management and (2) Retail Operations Management are instituted by the University and that the same have been conducted at the Garware Institute of Career Education and Development from the academic year 2008 – 2009 is as per Appendix .

Further that in exercise of the powers conferred upon the Management Council under Section 54(1) and Section 55(1) of the Maharashtra Universities Act 1994, it has made Ordinances 5740,5741,5742 and 5743 and Regulations 5821,5822,5823,5824,5825, 5826,5827,5828 and 5829 including scheme of syllabus relating to the Post-graduate Diploma Course in (1) Logistics and Supply Chain Management and (2) Retail Operations Management are passed as per Appendix and that the same have been brought into force with effect from the academic year 2008 – 2009.

Yours faithfully

(D. N. KATE)

for REGISTRAR

A.C./7.11/27.02.2008

MC/15/24.04. 2008

P.T.O....

7.11
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UNIVERSITY OF MUMBAI

ORDINANCE, REGULATIONS AND SYLLABUS FOR THE

PG DIPLOMA COURSE

IN

LOGISTICS & SUPPLY CHAIN MANAGEMENT

TWO YEAR PART-TIME PROGRAMME

(w.e.f. academic year 2008- 2009)

UNIVERSITY OF MUMBAI'S
GARWARE INSTITUTE OF CAREER EDUCATION AND DEVELOPMENT
Ordinance, Regulations And Syllabus Relating To The

O.5740 PG DIPLOMA COURSE IN LOGISTICS & SUPPLY CHAIN MANAGEMENT
(For Introduction From June 2008)

Preamble :

Over the last four decades the discipline of business logistics has advanced from the warehouse and transportation level to board room of leading global enterprises. It is identified as an independent discipline and function in research, education and industry. In the context of overall performance inventory has value when it is positioned at the right location, time at lowest cost for value addition or transfer of ownership. Logistics is an important tool to achieve competency to link enterprise to customers and suppliers.

Objective :

To equip the students with various methods, practices and techniques of management in the logistics sector; and attain necessary skills.

R.5821 Duration : Two years' part time

R.5822 Total Capacity of Students : 60

O.5741 Eligibility : Graduate in any faculty

Admission Procedure : Admission on the basis of written test and interview

Career Scope :

The employment opportunities are: in national and international logistics manufacturing, marketing and retail chains, in various functions: Warehousing, Supply Chain, integrated transportation, consultancy etc. Logistics business as transportation is in existence for long and has excellent opportunities with integration of outsourced functions added to it.

R.5823 Standard of Passing :-

- 1) The minimum percentage required for passing will be 50% in each paper.
- 2) Evaluation: 60% periodic evaluation, 40% semester end examination.
- 3) **Grading system :**

MARKS	LETTER
	GRADE
75-100	O grade
65-74	A+ grade
60-64	A grade
55-59	B+ grade
50-54	B grade
0-49	F grade

- 4) **ATKT:** A student who fails in not more than two subjects in a semester can move to the next semester (ie getting maximum 2 ATKTs) and clear these (ATKTs) subjects in a supplementary examination held before the end semester examination semester.
- 5) A student who fails in more than two subjects can appear in the supplementary examination in all subjects but cannot go to the next semester. A student who fails in the practicals component or job training may be required to repeat that component and pass in the examination conducted separately for that component.
- 6) Candidates with ATKT has to appear in a supplementary examination in Progressive Evaluation (PE) or semester end - Final Evaluation (FE); whichever component the candidate has failed.
- 7) Carry forward Internal Marks for students failed in more than 2 subjects: If a student has passed in Progressive Evaluation but failed in total of the subject/s; the progressive evaluation marks are carried forward.

EXAMINATION PATTERN
(TOTAL MARKS :- 2100 TOTAL CREDITS 48)

Paper	Subject	Marks Assigned	Hours	Credits
	SEMESTER I			
1	Principles of Management	100	30	2
2	Supply Chain Management: Introduction	100	45	3
3	Financial Management	100	30	2
4	Legal & Regulatory Architecture	100	45	3
5	Supply Chain Process & Relationships	100	30	2
		500		12
	SEMESTER II			
6	Business Environment	100	30	2
7	Transportation	100	30	2
8	Marketing and Sales	100	30	2
9	Information Technology	100	30	2
10	Inventory Planning and Purchasing Management	100	30	2
11	Warehousing	100	30	2
		600		12
	SEMESTER III			
12	Quality Management	100	30	2
13	Quantitative Techniques	100	45	3
14	Logistics in Global Economy	100	30	2
15	Import Export Policy and Documentation	100	45	3
16	Production & Operations Management	100	30	2
		500		12
	SEMESTER IV			
17	Recent Developments in Logistics	100	30	2
18	Human Resource Management	100	30	2
19	Logistics System Design & Administration	100	30	2
20	Project	200	90	6
		500		12

Paper	Subject
1	PRINCIPLES OF MANAGEMENT Management: Science, Theory and Practice, Functions of Manager Evolution of Management thought, Behavioural Sciences International Management & MNCs, Japanese Principles Planning: Purpose, steps, process, Objectives, MBO, Developing verifiable goals Strategy, Policy, Decision Making Organising Structure, Departmentation, Span, Environment- entrepreneurial, innovation Line, Staff, Authority, Decentralisation, Delegation Leadership: Definition, Leadership styles Committees & Group Decision making Controlling Feedback system Books: Koontz, Harold and Weirich, Heinz : Essentials of Management : an Indian perspective. Tata McGraw-Hill Pub. Co. Ltd., New Delhi, Weirich Heinz and Koontz, Harold : Management : a global perspective. Tata McGraw Hill Pub. Co. Ltd., New Delhi, Koontz, Harold & others : Principles of Management Tata McGraw-Hill Pub. Co. Ltd., New Delhi, Drucker Peter F : Management : Tasks, Responsibilities and Practice. New Delhi, Allied Publishers
2	SUPPLY CHAIN MANAGEMENT: INTRODUCTION Logistical Mission, Operations, Integration, Network design, Information, Transportation, Inventory, Production, Inventory Flow Warehousing, Material handling, Packaging Integrated logistics Operating objectives, Rapid Response- Minimum Variance- Minimum Inventory movement, Con Life-Cycle Support, Barriers to internal integration Organization Structure Managing operational uncertainty Process in Supply Chain: Customer order, replenishment, manufacturing, procurement cycles. Building a System. Planning Demand Supply, Sourcing Decisions and Management, Vendor Development, Negotiations, Strategic Relationships and Supply chains, Partnerships Optimal Level of Product Availability, Cycle Inventory Management, Analysis: ABC, Credit Analysis Managing Uncertainty: Safety Stocks Transportation, Storage and Warehousing Supply Chain Coordination Pricing and Revenue Management Food & Agriculture Supply Chains: Agriculture Extension, Contract Farming. Buying versus own manufacturing. International Sourcing Decisions Supply Chain Management: Sunil Chopra, Peter Meindl: Prentice Hall
3	FINANCIAL MANAGEMENT Introduction to Accounting Practices, Capital Investments, Structure, ROI Balance Sheet and Profit & Loss Account, Ratio Analysis Process and Batch Costing Credit in Business Working Capital Requirements Project Preparation, Sensitivity Analysis Maintenance of Accounts Budgeting and Planning, MIS (Management Information System) Risk Management, Insurance: Warehouse, cargo, claim handling, assets, aircraft, ships, trucks etc. Banking instruments: LC, Draft, Negotiation of documents, money transfer. Books:

	Khan M. Y. & Jain, P. K. : Financial Management : Text, Problems & Cases, New Delhi, Tata McGraw Hill Pub. Co. Prasanna, Chandra : Financial Management Tata Mc Graw Hill Pub. Co. Ltd, New Delhi
4	LEGAL & REGULATORY ARCHITECTURE International and UNO organizations: Role, structure, linkage with national bodies and legislation ICAO Montreal: Civil aviation IMO London: Shipping WTO IMCO, BIMCO IATA European Commission Bureau of Transportation GOI RBI Act 1934, Contract Act 1972, Income Tax Act, Indian Penal Code, FEMA: foreign Exchange Management Act 1999 Foreign Trade Regulation and Development Act 1999 Indian Customs Act Ministry of Surface Transport, Carriers Act Port Trust Act National Maritime Development Programme Director General Shipping Merchant Shipping Act Multi-modal Transport of Goods Act Ministry of Civil Aviation: Policy, Legislation Director General Civil Aviation SEZ Regulations and Law
5	SUPPLY CHAIN PROCESS & RELATIONSHIPS Channel Distribution The economics of distribution Traditional Functions, Specialization, Assortment Channel relationships, Supply Chain Competitiveness, Risk. Power and Leadership, Elements of Success Logistical and service alliances Factors Stimulating Service-Based Alliances Increasing Service Provider Efficiency Integrated Logistics Service Providers Marketing Channel Structure Descriptive institutional approach Merchant Middlemen, Functional Middlemen The graphic approach Commodity groupings, Functional Treatments Channel arrangement classification Single Transaction Channels, Conventional Channels Voluntary Arrangements (VAs)
6	BUSINESS ENVIRONMENT International trade regulations Indian scenario in international market GATS, GATT, Regional trade agreements UNCTAD Sectorwise international trade and movements Changing scenario and opportunities in manufacturing trading, retailing, service industry and role of logistics Government Programmes, plans Projects: Ports, Airports, Railways development plans, Surface transport, infrastructure projects Growth of traffic and freight movement. Programmes of Public Private Partnership Freight logistics corridors, Golden Quadrilateral, Delhi-Mumbai-Kolkata, Cargo Hub at Nagpur Airports and Sea-Ports: New plans, projects and expansion State incentives to industry, Local Taxations FDA, Approvals Legal Aspects, Taxation, Import Management

7	TRANSPORTATION Transportation infrastructure Transport functionality • principles • participants in transportation decisions Transport infrastructure modal characteristics • modal classification • transportation formats • conclusion Suppliers of transportation services single-mode operators • specialized carriers • inter-modal operators • non-operating intermediaries Transportation regulation Types of regulation economic regulation • safety and social Regulation history of transportation regulation pre-1920 • 1920 to 1940 • 1940 to 1976 • 1976 to The present interstate deregulation Motor carrier • air transport • rail transport • other carriers • The future of federal economic regulation intrastate regulation current regulatory issues collective rate making and antitrust immunity • contract definition • the future status of the icc, hidden discounts, under-charges • Hazardous materials Basic transport economics and pricing Economic factors • cost structures • pricing, strategies • rating Transport decision making Transport documentation, Traffic department responsibilities
8	MARKETING & SALES Concepts of present day marketing, Developing strategies and plans. Analysing Business Markets Analysing markets, Segmentation in Business and consumer markets Creating Brand Equity, Competition and Strategy, Product Strategy, Pricing Strategies Distribution, Channel Management Decisions Marketing Communication: Advertising, Promotion, Publicity, Personal Selling, Direct Marketing, Event Marketing Product Planning: Marketing plan Introducing New Markets: Tapping Global markets Social Responsibility of Marketing Marketing Budgets: investments, recurring, MIS e-Commerce Marketing: Philip Kotler
9	INFORMATION TECHNOLOGY WORD, EXCEL, MS: Project management. IT Systems in Industry: ERPs, Networking, Telecom networks, Operating systems / Database management selection criterion, vendors and deployment Corporate IT network Smart card Technology, RFID, Biometric Identification System Time Attendance Systems Review of Logistics Software and on-line information and booking systems Information architecture Planning/Coordination Operations Inventory Deployment and Management . Logistics Information System Flow Electronic Data Interchange Security and protection of email documents
10	INVENTORY PLANNING AND PURCHASING INVENTORY MANAGEMENT Inventory Strategy Inventory functionality and principles Inventory Types and Characteristics Inventory Functionality, Inventory-Related Definitions Cost of Carrying Inventory Planning the inventory resource Determining Order Point (When to Order?) Determining Lot Size (How Much?) Accommodating uncertainty Accommodating Demand Uncertainty Performance-Cycle

	Uncertainty: Determining Order Point with Uncertainty Replenishment Ordering Inventory management policies: Inventory Control • Reactive Methods • Planning Methods • Adaptive Logic Strategy Development Process: Methods for Improved Inventory Management PURCHASING MANAGEMENT Specification, Quality Supplier Selection Supply Law and Ethics :Legal Environment Impact of Taxation: National, international Research Metrics, Risk Management Cost, Price, Discounts and Negotiation
11	WAREHOUSING Order Processing Storage, Handling System, Bulk packaging, Repackaging Location of warehouses Organisation and flow Mechanisation Insurance, Fire and other Safety Security, Spoilage TAPA Certification Storage of Food, meat, fruits and vegetables, Cold Chains Special cargo: pathology samples, medicines, vaccines, blood components in emergencies etc Chemicals, Petroleum products and gaseous storage, Poisonous cargo Risk Management : Time, asset, finance, service delivery Insurance: Warehouse, cargo, claim handling, assets, aircraft, ships, trucks etc.
12	QUALITY MANAGEMENT Development of Quality Management: Deming, Juran, Ishikawa, Crosby, Taguchi, Six Sigma, Quality Planning, Quality Control, Management of Process Quality, Productivity, Total Quality Management, Continuous Process Improvement, Supplier Partnership, Quality Re-engineering, Customer Satisfaction, Service Quality, Retention of customers, Benchmarking, ISO 9000, JIT, Management Tools Total Quality Management, Six Sigma, Training as a tool. Customer Service CUSTOMER-FOCUSED MARKETING The Marketing Concept • Logistics as a Core Strategic Competency Life-Cycle Planning Framework CUSTOMER SERVICE DEFINITION BASIC SERVICE CAPABILITY Availability • Operational Performance • Reliability • Conclusion INCREASING CUSTOMER EXPECTATIONS THE PERFECT ORDER VALUE-ADDED SERVICES Customer-Focused Services • Promotion-Focused Services Manufacturing-Focused Services Time-Focused Services • Basic Service CUSTOMER SATISFACTION AND SUCCESS: Cost-Effectiveness • Market Access • Market Extension Market Creation References : Total Quality Management: JE Ross Total Quality Management: DH Besterfield, CB Michna: Prentice Hall
13	QUANTITATIVE TECHNIQUES Investment & Break even Analysis, Decision Theory (Bayesian), Forecasting, Queuing Theory, Replacement Theory, PERT & CPM, Simulation, Linear Programming, Transportation Model References: An introduction to Management Science: Anderson, Sweeney Williams: Thomson South Western Quantitative analysis for Management: Barry Render, Ralf Stair, Michael Hanna Quantitative Techniques in Management: Vora
14	LOGISTICS IN A GLOBAL ECONOMY Forces Driving the Borderless World • Barriers to Global Logistics • The Global

	Challenge VIEWS OF GLOBAL LOGISTICS Importing and Exporting: A National Perspective • The Stateless Enterprise • Conclusion GLOBAL OPERATING LEVELS Arm's-Length Relationship • Internal Export • Internal Operations • Insider Business Practices • Denationalized Operations • Conclusion THE INTERLINKED GLOBAL ECONOMY Stages of Regional Integration • Integration Status THE GLOBAL SUPPLY CHAIN Performance-Cycle Length • Operations • Systems Integration • Alliances
15	IMPORT EXPORT POLICY & DOCUMENTATION National Trade Policy 1999 Foreign Trade Regulation and Development Act 1999 Indian Customs Act Government Organisation Licensing EXIM Policy Import Tariffs Clearing and Forwarding Export control and Policy. Import policy for exporters. Export Incentive Schemes. Special Economic Zones
16	PRODUCTION & OPERATIONS MANAGEMENT Planning production Facilities Capacity planning and investment decisions Facility location Project Management Plant Layout and Material Handling Line of Balance Aggregate Planning and Master Production Scheduling Material Requirement Planning Production Planning and Control Flow Shop Scheduling Work Study Maintenance Planning and Control Modern Production Management tools Outsourcing Packaging Reference: Production and Operations Management: R. Panneerselvam, Prentice Hall India Production and Operations Management SN Chary Third edition, TMG
17	RECENT DEVELOPMENTS IN LOGISTICS Some Class lectures, supplemented either or combination of seminars, guest lectures, assignments / presentations on topics like: Risk Management Insurance: Warehouse, cargo, claim handling, assets, aircraft, ships, trucks etc. Emergency operations, Disaster Management Transportation Requirements of Defense Coordination Procurement of Services Packaging Outsourcing e-Commerce Trade Agreements New Transport Technologies
18	HUMAN RESOURCE MANAGEMENT Business and HR Strategy HR Planning, Analysing work and Job Design, Selection and Recruitment of employees Inducting, Training, Career Management Evaluation and Feedback System, Incentives, Reward and Compensation System Motivation perspectives and in action, Empowering empowering, Safe and Healthy

	environment Labour Laws, IR and trade unions Controlling Costs, Leave attendance, duty scheduling, Shop and Establishment Act References: Human Resource Management: K Aswathappa, 5th edition TMG
19	LOGISTICS SYSTEMS DESIGN & ADMINISTRATION Logistics Positioning Cost and Performance measurement in SCM Business Process Re-engineering Systems integration Integration Theory Planning and Design Methodology Planning and Design Techniques Performance Management and reporting Reference: Logistical Management: Donald Bowersocks & David Closs, TMG
20	PROJECT Project will cover: A Subject, Guide in industry / govt / organisation / association, work in field or own organisation to collect information and / or data, preparing Report and Viva-voce examination. References *Supply Chain Optimisation: Joseph Geunes, Panos Pardalos: Springer *Logistics Supply Chain Management Text and Cases: Anurag Saxena and Kaaushik Sircar *Logistics and Supply Chain Management: Cases and Concepts: G Raghuram and N Rangaraj: MacMillan *Supply Chain Management with APO: Structures, Modelling Approaches and Implementation Peculiarities : Jorg Thomas Dickersbach: Springer *Purchasing and Supply Management with 50 supply chain cases: Michael R. Leenders and Others: McGraw-Hill International
	REFERENCES *Logistical Management : Donald Bowersox and David Closs, TMG *Business Logistics / Supply Chain Management Ronald Ballou *New Directions in Supply Chain Management: Technology Strategy & Implementation By Tonya Boon, Ram Ganeshan *Logistics Supply Chain Management Text and Cases: Anurag Saxena and Kaushik Sircar *Logistics . Donald Waters . Palgrave Mac Millan *Supply Chain Strategies: Customer-Driven and customer-focused: Tony Hines: Butterworth-Heinmann *Supply Chain Management: John T. Mentzer (Ed): Response Books *Import Export Policy of GOI *ICFAI Publications on logistics and supply chain *Impex Bulletin

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24/02/2008



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UNIVERSITY OF MUMBAI
ORDINANCE, REGULATIONS AND SYLLABUS FOR THE

PG DIPLOMA COURSE

IN

RETAIL OPERATIONS MANAGEMENT

TWO YEAR PART-TIME PROGRAMME

(w.e.f. academic year 2008- 2009)



PG DIPLOMA COURSE IN RETAIL OPERATIONS MANAGEMENT

TWO YEAR PART-TIME PROGRAMME

Preamble :

The organised retailing sector has shown spectacular growth, and has large opportunities. There is a large need of qualified retail management personnel to build and operate the business. The sector also has plans of co-development of India's supply chains to cater to world market.

Objective :

To equip working executives with various methods, practices and techniques of management in the retail sector; get in-depth knowledge and necessary skills.

Career Scope :

The employment opportunities are: in retail chains, outlets, malls in various functions: Store Management, Supply Chain, Merchandising, Design, Projects, Marketing, Promotion, Brand Management, Technology, Human Resource Management etc. Personal business of retailing is in existence for long and has excellent opportunities.

O.5742

Title of the Course : PG Diploma Course In Retail Management

R.5825

Duration : Two years' part time.

R.5826

Total Capacity of Students : 60

O.5743

Eligibility : Graduate in any faculty.
: Admission on the basis of written test and interview

R.5827

Teacher's Qualification : Expertise in the subject.

R.5828

Standard of Passing :-

- 1) The minimum percentage required for passing will be 50% in each paper.
- 2) Evaluation: 60% periodic evaluation, 40% semester end examination
- 3) Grading system :

MARKS	LETTER GRADE
75-100	O grade
65-74	A+ grade
60-64	A grade
55-59	B+ grade
50-54	B grade
0-49	F grade

- 4) ATKT: A student who fails in not more than two subjects in a semester can move to the next semester (i.e. getting maximum 2 ATKTs) and clear these (ATKTs) subjects in a supplementary examination held before the end semester examination semester.
- 5) A student who fails in more than two subjects can appear in the supplementary examination in all subjects but cannot go to the next semester. A student who fails in the practicals component or job training may be required to repeat that component and pass in the examination conducted separately for that component.
- 6) Candidates with ATKT has to appear in a supplementary examination in Progressive Evaluation (PE) or semester end - Final Evaluation (FE); whichever component the candidate has failed.
- 7) Carry forward Internal Marks for students failed in more than 2 subjects: If a student has passed in Progressive Evaluation but failed in total of the subject/s; the progressive evaluation marks are carried forward.

EXAMINATION PATTERN (TOTAL MARKS : 2000 TOTAL CREDITS : 44)				
Paper	Subject	Marks Assigned	Hours	Credits
	Semester 1			
1	Introduction to management	100	30	2
2	Marketing Management	100	30	2
3	Financial Management	100	30	2
4	Business Environment	100	30	2
5	Retail Management	100	30	2
		500		10
	Semester 2			
6	Merchandise Planning	100	30	2
7	Supply Chain Management	100	30	2
8	Consumer Behavior & Service Management	100	30	2
9	Marketing Communications	100	30	2
10	Information Technology	100	30	2
		500		10
	Semester 3			
11	Retailing of Services	100	30	2
12	Organization Behavior & Human Resource Management	100	30	2
13	Operations Management in Retailing	100	30	2
14	Sales and Distribution Management	100	30	2
15	Visual Merchandising	100	30	2
		500		10
	Semester 4			
16	Design of Physical Facilities	100	30	2
17	Production & Quality Management	100	30	2
18	Retailing in Product Categories	100	30	2
19	Project	200	60	6
		2000		14

SUBJECT-WISE SYLLABUS

Number of hours given represent class room contact and should be supplemented with sufficient amount of home-study and effort. The study methodology should consists of combination of

- Class room teaching
- Self study assignments, submissions, presentations
- Discussion of case studies and write-ups at home
- Presentations
- Seminars
- Quizzes

Paper	Subject
	SEMESTER I
1	INTRODUCTION TO MANAGEMENT Basics of Management : Planning, organizing, Controlling, Leading, staffing, Line & Staff . Decision making process. Business Communication, presentations Official Correspondence Personality , time management, skills development, Networking Effectiveness, MBO Plans, budgets and self performance compared with targets Committees & Group Decision making Books: Koontz, Harold and Weijrich, Heinz : Essentials of Management : an Indian perspective. New Delhi, Tata McGraw-Hill Pub. Co. Ltd., Weihrich Heinz and Koontz, Harold : Management : a global perspective. New Delhi, Tata McGraw Hill Pub. Co. Ltd., Koontz, Harold & others : Principles of Management New Delhi, Tata McGraw-Hill Pub. Co. Ltd., Drucker Peter F : Management : Tasks, Responsibilities and Practice. New Delhi, Allied Publishers Business Communication: Dr N Vashishtha, Dr Namita Rajput
2	MARKETING MANAGEMENT Concepts of present day marketing, Developing strategies and plans. Analyzing markets, Segmentation in Business and consumer markets. Pricing Strategies Advertising, Sales Promotion, Publicity, Personal Selling, Direct Marketing Product Planning: Marketing plan, Creating Brand Equity, Competition and Strategy, Product Strategy, Cost and Price. Pricing Strategies Distribution Channels: Role Franchising Marketing Budgets: investments, recurring, MIS Marketing research: primary and secondary research, Surveys. References Marketing: Philip Kotler

3	FINANCIAL MANAGEMENT Introduction to Accounting Practices, Maintenance of Accounts, Documents. Capital Investments, Structure, Return On Investment Balance Sheet and Profit & Loss Account, Ratio Analysis. Costing Working Capital Requirements Project Finance, Business Plan, Sensitivity Analysis Budgeting and Planning. Taxes: port duty, VAT, service tax, sales tax, octroi Insurance Budgets MIS (Management Information System) References: Khan M. Y. & Jain, P. K. : Financial Management : Text, Problems & Cases. New Delhi, Tata McGraw Hill Pub. Co. Prasanna, Chandra : Financial Management Tata Mc Graw Hill Pub. Co. Ltd, New Delhi
4	BUSINESS ENVIRONMENT MRTP act and Commissions, Competition commissions in UK, USA Consumer Protection Act and Regulatory Bodies. Legal and Regulatory aspects of advertising and promotions Legal position of Foreign investment in India and foreign trade. FDI, FEMA acts, control by Ministries and Reserve bank Taxation in India: Excise, import, export, local, state and central taxes; Taxation on third party manufacturing. Export Processing Zones Import and export policy, tariffs, export promotion schemes, land Acquisition acts, process, ULCRA. Food and Drug Administration Approvals and regulations on products. Role of BIS , Gold council Mandatory declarations on product packaging. Labour Law, Shop and Establishment Act. Regional Trade Agreements and Tariffs, GATT, UFTA, SATA.
5	RETAIL MANAGEMENT Types of Retailers, Retailing Strategy. Retail Environment, national and international Scenario, Indian retail status, plans and strategies of different companies in organized segment. Expected developments in unorganized retail. Impact of Retail on economy and society Store Management, Retail Locations, Merchandising, Price Adjustments, Using Price to stimulate retail sales, Planning Retail Communications Process Branding Strategies: Manufacturer Brand, Private Label, Brand or a store? Retail Franchising: Strategy of entry & expansion International Trading issues, cost benefits. Category Management Life style retail Role of e-commerce References: Retail Management: Gibson Vedamani Retailing Management: Swapna Pradhan

	Managing Retailing: PK Sinha , DP Uniyal Oxford Higher Education Retail Selling: Peter Flemming
6	MERCHANDISE PLANNING Merchandise Management Category Management Planning Merchandise Assortment: criteria: Return on assets, sales, margins, turnover, GMROI Sales Forecasting Assortment planning: Variety, Assortment, availability: profitability of merchandise mix Pricing in retailing: strategies, adjustments, promotions retailing
7	SUPPLY CHAIN MANAGEMENT Process in Supply Chain: Customer order, Aggregation, Demand planning, replenishment, manufacturing, Delivery, Procurement cycle. Demand Supply Chains. Forecast base demand Sourcing Decisions and Management, Vendor Development, Negotiations, Strategic Relationships and Supply chains, Partnerships Optimal Level of Product Availability, Cycle Inventory Management, Analysis: ABC, Credit Analysis Managing Uncertainty: Safety Stocks. Transportation, Storage and Warehousing, Geographical logistics Management. Supply Chain Coordination Cost Price Management Buying versus own manufacturing. International Sourcing Decisions Food & Agriculture Supply Chains: Bulk purchases, contracting, Agriculture Extension, Contract Farming. Garment Supply Chains Supply Chain Management: Sunil Chopra, Peter Meindl: Prentice Hall
8	CONSUMER BEHAVIOUR & SERVICE MANAGEMENT Customer Buying Behavior, Buying Process, Social factors influencing buying decisions, Customer Service Strategies, Top of Mind Recall, Share of Mind. Customer service strategies: customization, standardization Customer Evaluation of Service Quality: expectations perceived service Customer Research, Customer Relationship Management Communication Gaps, Service Gaps, standards gaps, Delivery Gaps Knowledge Gap: researching customer expectations and perceptions: studies, panels and interviews, customer complaints, feedback from employees Setting Service Standards, Implementation, Training, Service Recovery Multi level Relationship marketing, Preferred Customers, Loyalty Programs, E-Commerce as a tool Retailing Management Levy & Weitz
9	MARKETING COMMUNICATIONS Advertising, Publicity, Media and Plans: Press, Radio, TV, Bill Boards (Hoardings), Internet, Mailing, Catalogues, Yellow Pages, Web site, Show Case on website, e-Commerce Brand Development, Multiple Branding, Top of Mind Recall, Share of Mind Multi-channel Retailing, Personal Selling, Shopping Experience Retail Customer Segmentation, Building Sustainable Competitive Advantage. Role of Advertising Agency, Developing Communications Plan, Creative Process Store design / alteration, Decoration for Event and Festival promotions In-store advertising and promotion of brands

	Advertising & Promotion: GE Belch & MA Belch
10	INFORMATION TECHNOLOGY WORD, EXCEL, MS: Project management. IT Systems in Industry: Networking, Telecom networks, Operating systems / Database management selection criterion, vendors and deployment Smart card Technology, Time Attendance Systems, Review of Retailing Software ERPs CRM E commerce as a platform and implementation methodology
11	RETAILING OF SERVICES Telecom retailing Credit Card Retailing Loan Retailing Insurance Retailing Tourism Retailing: international and national channels and promotions Hospitality Retailing Franchise Retailing eg Pizza Hut, KFC, Reebok, Mc Donald. Pharmacy Retailing, Health Services Retailing Health club Retailing Airport Retailing On the flight Retailing Books and Music Retailing Use of call centres and e-commerce
12	ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT ORGANIZATIONAL BEHAVIOR Process of Management, Group Behaviour and Dynamics, Motivational Theories, Leadership Styles, Present day Motivational Strategies in industry. HUMAN RESOURCE MANAGEMENT Job Analysis, Job Description, Selection and Recruitment of employees. Training: Company values, policies, Product, selling, demo, function, service culture. Motivational Programs, Team Building, Social Group Programs, Evaluation and Feedback System, Reward and Compensation System, Controlling Costs, Leave attendance, Duty scheduling Motivation of Retailing Sales Force
13	OPERATIONS MANAGEMENT IN RETAILING Plans, Budgets, Projects, Budgeting Wages, Expenses. Category Management, Store-wise profitability: Profit Loss Statement, Margin report, Mark-up report, Operating ratios, Competition Activity , Tracking Customer's purchases Customer Information and Feedback measurement, Assess and activate interest, seasonality Strategic and tactical communication through Store design, advertising, sales promotion, product promotion, display etc Adding Value, Product Category Demand Supply Arrival Monitoring Facility Location, Development, Facility Management, Safety, Security Mall Management HR Recruitment plan, Training plan and progress Facility Development, Facility Management
14	SALES AND DISTRIBUTION MANAGEMENT Sales Management process, Sales department organization, role of Sales Manager, Sales Force Management, Motivation of Salesmen, Sales planning,

	Sales control and Meeting Targets. Sales Reporting and manager feedback as a serious tool, Sales Promotion Sales Presentation, demonstration, Event Marketing Closing, Follow-up Relationship building Marketing Channels, Need, chain, functions of wholesalers, dealers, direct retail outlets, parameters for dealer selection, Intensity of coverage, Multi level Marketing: telemarketing, auto-vending, direct marketing, Channel conflict management Licensing and Franchising. Cultural aspects in selling in different states and nations. International Sales References: Sales and Distribution Management: Aftab Alam: Wisdom Publications Delhi Sales Management: Richard R Still, Edward W Cundiff, Norman AP Govoni: Prentice-Hall India.
15	VISUAL MERCHANDISING Factors for good design: influence customer, costs vs value, flexibility Types of design: grid, racetrack, feature areas, end caps, promotional aisles, fixtures and mannequins, windows POP, check out areas, walls Space Selling Location of departments Location of merchandise within departments, use of planograms, parameters sales per linear foot, sales per square foot Merchandise presentation techniques: idea oriented, style/item, vertical and tonnage merchandising, frontage, fixtures, gondolas Atmospherics, signs, graphics, lighting, mood, music, scent Store design / alteration, Decoration for Event and Festival promotions
16	DESIGN OF PHYSICAL FACILITIES Site Selection Retail Formats Design & Customer flow, Store Layout, Types, Selection, Traffic Flow Design: Interior Design, Exterior Design, Land scaping Division, Department, Category, Brand, Style. Mall Location Creation and Maintenance of Engineering Facilities: Air-conditioning, Fire and Safety, CCTV, First aid, Electrical facilities, UPS, Telecom, Security Services. Training of staff with mock drills. Pollution control, Energy Saving, Power generation / purchase, Water purchase / management References: Safety, Security, Mall Management Retail Business: Jim Dion, Ted Topping
17	PRODUCTION & QUALITY MANAGEMENT PRODUCTION MANAGEMENT Planning production Facilities Capacity planning and investment decisions Facility location Plant Layout and Material Handling Aggregate Planning and Master Production Scheduling Material Requirement Planning Production Planning and Control Modern Production Management tools Outsourcing

	QUALITY MANAGEMENT Development of Quality Management: Deming, Juran, Ishikawa, Crosby, Taguchi, Six Sigma. Quality Planning, Quality Control, Management of Process Quality, Productivity, Total Quality Management, Continuous Process Improvement, Supplier Partnership, Quality Re-engineering, Customer Satisfaction, Service Quality, Retention of customers, Benchmarking, ISO 9000, JIT. Management Tools: Total Quality Management, Six Sigma, Training as a tool. References: Production and Operations Management: R Panneerselvam . Prentice Hall India Production and Operations Management SN Chary Third edition. TMG Total Quality Management: JE Ross Total Quality Management: DH Besterfield, CB Michna: Prentice Hall
18	RETAILING IN PRODUCT CATEGORIES Demand, trends, customer need, marketing mix strategies Food and groceries Fruit and vegetables Lifestyle Garments / apparels and accessories Jewelry Watches Franchised outlets: MAC, Cafe, etc. White goods Entertainment electronics Personal products Furniture Textiles Cars and Motorcycles Handloom and cottage industries emporia
19	Project Industry oriented Project with field work / training.

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