

**PG DIPLOMA IN RETAIL AND SUPPLY CHAIN
MANAGEMENT**

First Semester

Marks

Sl.No.	Subjects	Instruction Hrs/Wk	Internal Assessment	Examination
1.	Management concepts & Theories (MCT)	03	25	75
2.	Managerial Economics (ME)	03	25	75
3.	Marketing Management (MM)	03	25	75
4.	Supply Chain Management - I	03	25	75
5.	Operations Strategy	03	25	75
	Total	15	125	375

Second Semester

Marks

Sl.No.	Subjects	Instruction Hrs/Wk	Internal Assessment	Examination
1.	Services & Retail Marketing	03	25	75
2.	Sales & Logistics Management	03	25	75
3.	Retail Management	03	25	75
4.	Promotion & Relationship Management	03	25	75
5.	Supply Chain Management - II	03	25	75
	Total	15	125	375

REGULATIONS

- 1. Course Title:**
The course shall be called 'Post Graduate Diploma in Retail & Supply Chain Management'. The duration of the course shall be one year consisting of two semesters.
- 2. Eligibility for Admission:**
Any graduate or post graduate in arts, science, commerce, business management, allied sciences, engineering and technology, medical sciences of this University or from any other university considered equivalent shall be eligible for admission to the course. Selection of the candidates to the course shall be done as per rules of the University and Government.
- 3. Course Content:**
The course comprises of: Subjects of study prescribed.

Pedagogy: Lectures, case studies, group discussions, quizzes, seminars; on the job training;
- 4. Attendance and Conduct:**
Minimum attendance of 75% of actual working periods is required in each paper. The Chairman of the Department shall certify each student's attendance and conduct. A student who does not satisfy the requirements of attendance and conduct shall not be permitted to write the examination in the concerned paper or papers.
- 5. Instructions:**
Three hours of lectures per week per paper.

- 6. Examination and Declaration of Results:**
Each paper is divided into internal assessment of 25 marks and term end written examination of 75 marks. Internal assessment marks shall be awarded on the basis of continuous evaluation that includes: tests (both announced and surprise), quizzes, seminars, case discussions, group discussions and attendance.

There shall be a written examination of 3 hours duration for each paper at the end of each semester. The declaration of results shall be made as follows:

- A. Minimum for a pass is 40% of the marks in each examination paper and 50% of the marks in the aggregate.
- B. Carryover is permitted as per University Regulations.
- C. Declaration of Class shall be done after the second semester examination on the basis of aggregate marks. The declaration shall be made as follows:

FIRST CLASS – 60% and above in the aggregate

SECOND CLASS – 50% and above in the aggregate

Declaration of results in the case of REPEATERS i.e., those who pass the examinations after the course duration, shall be done according to general rules of the University.

**SYLLABUS OF PG DIPLOMA IN RETAIL AND SUPPLY
CHAIN MANAGEMENT**

Program Outcomes:

1. The course enables to develop suitable skills to undertake jobs like retail accounts manager, customer relationship asst. manager, asst. departmental manager, supervisor retail operations, retail branch manager etc.
2. The course is aimed to equip with necessary knowledge and skills to achieve the appropriate entry level in the industry

Program Specific Outcomes:

1. To learn about the importance of logistics to business organizations, provide a brief overview of the set of activities that make up the logistics process
2. To understand the nature of inventory and its role in the logistics management process and understand the need for and how to maintain better inventory accuracy
3. To define and describe Supply Chain Management, understand the relationship between Supply chain Management and Integrated Logistics
4. To examine why Supply Chain Management has become increasingly important in today's business environment
5. To be familiar with and able to use identification systems correctly in different processes and identify the technologies needed for the traceability of the materials in the logistics chain of the company

FIRST SEMESTER

I. Management Concepts & Theories

Course Outcomes:

1. To understand the functions and responsibilities of managers.
 2. To provide them tools and techniques to be used in the performance of the managerial job.
 3. To enable them to analyze and understand the environment of the organization.
 4. To develop cognizance of the importance of management principles
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1. Management-definitions, nature and scope of management, functions of management-evolution of management theory from Taylor, Fayol to the present. Schools of management thoughts, evolution of professional management in India. Ethics in management..
 2. Managerial planning-definition of planning-planning process, types of plans, strategic vs. operational plans, models of strategy formulation, linking strategy to structure. Decision making-process of managerial decision-making decision making models, steps in rational decision-making, creativity and group decision-making.
 3. Organizational theories and decentralization-organizational change and development, organization culture.
 4. Motivation-definition-theories and models of motivation-Concept of achievement motivation, leadership-definition,

theories of leadership concept of leadership and management styles.

5. Managerial control-relationship between planning and control-limitations of control, types of control systems and techniques-management by exception, budgetary control-zero based budgeting- dysfunctional aspects of budgetary control. Internal control systems, internal audit and management audit.

Books for Reference:

1. Essentials of Management-Koontz and O'Donnell. E-McGraw Hill, New Delhi
2. Introduction to Management-Fred Luthans-McGraw Hill, New Delhi
3. The Practice of Management-Peter.F.Drucker
4. Management-Stoner, Freeman and Gilbert
5. Management-Griffin
6. Management-Holt
7. Management-Tasks and Responsibilities-Peter.F.Drucker
8. Professional Management-Theo Haimann
9. Organization Theory and Design-Reichard L.Daft
10. Management by Richard L.Daft

II. Managerial Economics

Course Outcomes:

1. To Improve managerial decision making process
2. To understand the basic necessity of economic in Global business
3. To utilize the scarce time and resources for the better production
4. To improve the applied economic principles based on the managerial economics theories

1. Managerial Economics-Introduction, Basic concepts and their application to business decision-making.
2. Demand and supply analysis-determinants of supply and demand-nature of demand and supply curves, market equilibrium, price elasticity, demand forecasting and estimating methods. Theory of consumer behavior: Consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve.
3. Production and Cost Analysis-production functions-cost functions, and profit functions, total average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.
4. Market Analysis-Market forms, perfect, monopoly, monopolistic, oligopoly. Output and price determination. Cartels and collusion, merges and acquisitions and government regulations in the form of price, directives, taxes, subsidies, anti-trust action and competition polices.
5. National income accounting-concept of GDP, NI per capita income, PPP. National income accounting in India. Business cycles and business forecasting. Phases of business cycle and trend analysis-macro economic indicators in business cycle measurement. Coping strategies for business.

Books for Reference:

1. Managerial Economics-Gupta and Mote
2. Managerial Economics-Dominick Salvatore.
3. Economics-Samuelson & Nordhaus
4. Managerial Economics by Peterson and Lewis
5. Micro Economics-Dominick Salvatore
6. Macro Economics-Palmer and others
7. Macro Economics-Koutinaya

III. Marketing Management

Course Outcomes:

1. This course is intended to offer a comprehensive introduction to the management of marketing functions, structures and institutions
 2. It helps to understand the role in the contemporary economic and social development.
 3. To formulate a marketing plan including marketing objectives, marketing mix, strategies, budgeting considerations and evaluation criteria.
 4. To understand marketing mix that take into account perceived value, competitive pressures and corporate objectives.
1. Introduction to Marketing Management: Nature of marketing management, Scope of Marketing. Organization of marketing functions. Marketing concepts and philosophy: Product, Production, Selling, Marketing and Societal. Selling and Marketing differences, Marketing environment-micro and macro environment.
 2. Market Segmentation and Targeting: Concept of segmentation and targeting, Basis for segmentation. Segmentation for consumer and industrial products, product positioning, Consumer and business buyer behaviour and buying roles, buying process models.
 3. Marketing Mix: Elements-Product, Price, Promotion, Place, Product Mix and Product Line-levels of product, new product development, product life cycle strategies, branding, packaging, labeling. Pricing-General pricing

approaches, New product pricing strategies, Public and pricing.

4. Promotion and Place Mix: Components of promotion mix, Marketing communication, publicity, Advertising and public relations, Personal selling and sales promotion, Direct and online marketing, Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions.
5. Marketing Information Systems: Concept of marketing information system, Marketing research process, Marketing intelligence system, Components of marketing information systems-Internal records system, Marketing decision support systems.

Books for Reference:

1. Basic Marketing-Perault
2. Marketing Management-Philip Kotler, Prentice Hall India,(New edition)
3. Fundamentals of Marketing-William Stanton
4. Principles of Marketing-Philip Kotler and Garry Armstrong
5. Marketing Management-Rajan Saxena
6. Marketing Management-Zickmund & Ramesh Kumar

IV. Supply Chain Management – I

Course Outcomes:

1. With the concepts of supply chain linkages in organizations.
2. It helps the student to understand inventory levels and order quantities
3. It also helps in illustrate the linkages with customers' issues, logistics and business issues in Indian context.

4. It helps in understanding retail and supply chain interface and channel design management

1. Introduction to Supply Chain Management: Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy, operating model for supply chain. Managing the External and internal supply chain.
2. Global Supply Chain Management: EDI, Problems of complexity confronting supply chain Management, Reverse Supply Chain. Value chain and value delivery systems for SCM. Organization Design and Management of supply chain.
3. Sourcing: Sourcing of material, Global sourcing - issues, Problems. Group Purchasing, Inventory Management in Supply chain: Role and importance of inventory in SC, Inventory policies, JIT, VMI. Role of Stores management in SC, inventory as an element of customer service.
4. Strategic Issues in Supply Chains: Lean Manufacturing, Strategic Partnerships, Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment, Stores management. Best practice and Bench marking, Re-engineering of supply chain.
5. Retailing and supply chain Interface: Retail supply chain management, Transportation and inventory in retail SC, Channel design and management, Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain, Complaint Handling, developing customer service strategy, RFID and Bar coding.

Books for Reference:

1. Mohanty, R.P and Deshmukh, S.G, 2005,. Supply Chain Management Theory and practices, Biztantra.
2. Sunil Chopra & Meindl Peter, 2003, Supply Chain Management strategy, planning and operation, 3rd Edition , Pearson Education / PHI.
3. Altekar, V. Rahul, 2005, Supply Chain Management, PHI.
4. Pierre David, 2003, International Logistics, Biztantra.
5. Joel D. Wisner, G. Keong Leong and Keah-Choon Tan, 2005, Principles of Supply Chain Management A balanced Approach, Thomson.
6. Ronaqld H. Ballou, 2004, Business Logistics/ Supply Chain Management, Pearson education, 5th Edition.
7. Coyle, J.J., Bardi E.J. & John Langlely.C, 2006, The Management of Business Logistics- A supply Chain Perspective Thomson, 7th Edition.
8. B.S.Sahay, 2004, Supply Chain Management for Global Competitiveness, Macmillan India Ltd, 2nd Edition.
9. Metzger, 2005, "Supply Chain Management", Response.

V. Operations Strategy

Course Outcomes:

1. To acquaint the students with the building blocks of planning and control of operations.
 2. To provide the students with various types of productivity.
 3. To provide also with a framework for operations strategies.
 4. It also provides the students with learning and growth Strategies in operations
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1. Introduction to Operations Management: Role of Operations Management in total management System- Interface between the operation systems and systems of other functional areas. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies.

2. Control of production operations: Plant Capacity and Line Balancing. Plant layout -different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies
3. Strategy & Operations: A framework for operations strategy. Tradeoffs, productivity & competition .Processing Network Strategies-Capacity and real asset investment, Capacity Timing and Flexibility Risk Management and Operational Hedging
4. Supplier & Customer Strategies: Outsourcing vs. Integration, Purchasing Supply Management, Designing contracts & pricing; Mass customized service, Timely service & incentive mgt, Revenue management
5. Learning & Growth Strategies: Global standardization/automation, Employee competencies & culture, Learning & process improvement, competing through learning and innovations

Books for Reference:

1. Operations Management, Stevenson J. William, 2007, 9th Edition, TMH.
2. Operations Management strategy and analysis, Lee J. krajewski and Larry P.Ritzman, 2007, 9th Edition, Pearson
3. *Operations Strategy* by Slack and Lewis. Prentice Hall, 2003.
4. *Manufacturing Strategy* by Hill. Irwin McGraw-Hill, 2000.
5. *Manufacturing Strategy: How to formulate and implement a winning plan* by Miltenburg. Productivity Press, 1995.
6. *Restoring our competitive edge: competing through manufacturing* by Hayes and Wheelwright. John Wiley & Sons, 1984.
7. *Operations Strategy* by David Garvin. Prentice Hall, 1992
8. *Balanced Sourcing* by Laseter. Jossey-Bass Publishers, 1998.

SECOND SEMESTER

VI. Services & Retail Marketing

Course Outcomes:

1. To acquaint the students with the service design elements of variety of services.
 2. To provide the students with the strategies for marketing services.
 3. To introduce the students with various types of retailing in India.
 4. It also provides the students with merchandise management.
1. Service: Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning . Customer expectations and perceptions of services.
 2. Service marketing Mix: Product, Pricing ,Place , Promotion, People, Physical evidence and process. Service Quality-Dimensions of quality. Understanding Quality Management. Measuring service Quality.
 3. Strategies for Marketing: Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

4. Introduction to Retailing : Types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.
6. Merchandise management: Sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

Books for Reference:

1. Hoffman, 2007, “Services Marketing”, Thomson.
2. Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.
3. David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.
4. Zeithaml Valorie A. and Bitner Mary , 2000, Services Marketing TMH.
5. Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases, Galgotia Publishing Company, New Delhi.
6. Levy & Weitz, 2005, Retailing, TMH
7. A J Lamba, 2006, The Art of Retailing, TMH
8. Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning
9. Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
10. Gilmore , 2005, Services marketing and Management, Response Books
11. Gronroos, 2005, Services Management & Marketing, John Wiley
12. Cullen & Newman, 2007, “Retailing, environment and operations”, Thomson.

VII. Sales and Logistics Management

Course Outcomes:

1. To understand sales force and marketing channels to gain competitive advantage.
2. To familiarize with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.

3. To introduce course participants to national and international sales and distribution practices
4. To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems

1. Sales Management: Objectives of sales management, Personal selling process, Developing personal selling strategies. Organizing the sales force-Types of sales organizations-Determining the kind of sales force and Size of the sales force. Qualities of sales executives.
2. Managing the Sales Force: Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales quotas-Compensating sales force, Motivating the sales force-Controlling the sales force-Evaluating the sales force.
3. Retailing and Wholesaling: non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net-Future of sales management.
4. Distribution and Logistics Management: Design of distribution channel, Structure and Channel management. Components of logistics-inbound and outbound logistics, key logistics activities viz., Customer services-Demand forecasting-Inventory management-Material handling-Communication-Order processing, Packaging-Traffic and transportation-Warehousing and storage.
5. Developing Logistics Strategy: Logistics information system, Organizing for effective logistics, Implementing logistics strategy-Computer packages used in logistics.

Books for Reference:

1. Sales Management – Decisions, Strategies and Cases – Richard R.Still, Edward W.Cundiff and Noman A.P.Govani
2. Professional Sales Management – R.E.Anderson, Joseph F.Har, Aian J.Bash
3. Marketing Channels – Louis W.Stern, Adel I.ER – Ansary, T.Coughlan
4. Fundamentals of Logistics Management – M.Lambert, James R.Stock, M.Eliram
5. Logistics Management – Donald J.B. and D.J.Closs
6. Logistics and Supply Chain Management – Martin Christopher
7. Sales Management – Analysis and Decisions Making – Thomas N.Ingram
8. Managing Supply Chain – J.L.Gattorn and D.W. Waldis

VIII. Retail Management**Course Outcomes:**

1. To describe retailing, the entities involved, and the impact of decisions on a retail business
 2. To Identify the important aspects of merchandise planning and management
 3. To Identify good store design and Explain the value of a thoughtful store layout
 4. To Illustrate how the store environment can create a rewarding shopping experience
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1. Introduction to Retailing - Size, economic importance and competitive structure; Common retail formats;The retail marketing mix; The role of the retail buyer and the work of the buying office / merchandise department; Organisational structures and the organisation of retail buying.

2. Inventory Management - Key performance ratios, - margin on returns, gross margin, stock turn, forward cover, mark down, gross margin return on inventory (GMROI);Stocktaking methods,; The causes of markdown, strategies to limit markdowns; The implications for effective management of GMROI on the financial health of the business; Merchandise management for maximum GMROI.
3. Merchandising - Product assortment strategies related to retail format; Branding and retailers' own brand development; Range assortment planning and budgeting, model stock, never-out lists, open-to-buy; Forecasting and modeling techniques.
4. Visual Merchandising - Space management, its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store layouts and their advantages and disadvantages; Direct Product Profit (DPP), ABC analysis and implications for visual merchandising.
6. Buying and Supplying - Key operational objectives: speed, cost, quality, dependability, flexibility; Supplier selection and evaluation, order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage, Quick Response (QR), Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

Books for Reference:

1. *Retailing Management*, 5th Ed. Michael Levi and Barton A. Weitz. Irwin McGraw-Hill, New York, NY. 2004.
2. Berman and Evans, Retail Management, Prentice Hall 2004
3. Levy and Weitz, Retailing Management, Irwin 2004
4. Dunne, Lusch and Gable, Retailing, South-Western 2002

5. Davis and Ward, *Managing Retail Consumption*, John Wiley & Sons 2002
6. Robert Spector and Patrick D McCarthy, *The Nordstrom Way: The Inside Story of America's # 1 Customer Service Company*, John Wiley & Sons, Inc. 1995
7. Judi Bevan, *The Rise and Fall of Marks & Spencer*, Profile Books Ltd 2001
7. Cases: "Sport Obermeyer Ltd." (HBS case #695022) and "Wal-Mart Stores in 2003" (HBS case #9704430).

IX. Promotion & Relationship Management

Course Outcomes:

1. To develop the skills to turn prospects into advocates
 2. To maintain large proportion of loyal advocates
 3. To enable profitable relationship of the type the customers would desire and with those who desire them.
 4. To enable Usage of cross selling opportunities without annoying customers.
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1. The Marketing Communication Process: A Model of communication effects. Promotion Mix, Integrated Marketing Communication (IMC) Strategy. Promotion and IMC planning and Strategy. The International market environment for Promotion & IMC.
 2. Advertising: Message and Media Strategies: Advertising objectives. Creative strategy: The creative idea, creative execution Tactics. Creative execution: Attention and structure of Advertisements. Media strategy and Implementation.
 3. Personal Selling & Sales Management: Personnel Selling Process and approaches, Sales management- Objectives, Policies & Strategy, Sales Management process, Motivating, Compensating. Sales Budgets, Quotas and Sales Territories.

4. Customer Relations Management : Meaning, definition, Practice, Technology . Customer Life Cycle, CRM Process, Negotiating with Key Customers- Call Centres, Customer Interaction, Negotiation as a Process, Tools of Negotiation, Negotiation Audit, Application providers and CRM.
5. Foundations of Customer Centric Business: Internal process and Customers, External Process and Customers, Key Customers, prioritizing Key Customers, Customer Strategy grid. Partner Relationship Management (PRM), The Technology in PRM.

Books for Reference:

1. Semenik, 2006, "Promotion and IMC", Thomson.
2. Belch, 2005, Advertising and Promotion, TMH.
3. Clow, 2007, "Integrated Advertising, Promotion and Marketing", 3rd Edition, Thomson.
4. Still, Cundiff and Govni, Sales Management, PHI / Pearson.
5. Batra, Myers and Aaker, 2005, Advertising Management, PHI / Pearson.
6. Clow, 2007, Integrated Ad, Promotion and Marketing Communication, 3rd Edition.
7. Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.
8. Paul Greenberg , 2005, CRM at the Speed of Light, TMH
9. Ken Bernett, 2005, The Hand Book of Key Customer Relationship Management, Pearson education.
10. Jagadish Seth, Atul Parivartiyar & Shainesh, 2005, Customer Relationship Management, TMH.

X. Supply Chain Management – II

Course Outcomes:

1. With the concepts of supply chain linkages in organizations.

2. It helps the student to understand inventory levels and order quantities
3. It also helps in illustrate the linkages with customers' issues, logistics and business issues in Indian context.
4. It helps in understanding retail and supply chain interface and channel design management

- 1 Building Blocks, Performance Measures and Decisions: Building Blocks of a Supply Chain Network- Performance Measures, Decisions in the Supply Chain World, Models for Supply Chain Decision-Making
2. Supply Chain Inventory Management: Economic Order Quantity Models
Reorder Point Models Multiechelon Inventory Systems
3. Mathematical Foundations of Supply Chain Solutions: Use of Stochastic Models and Combinatorial Optimization in: Supply Chain Planning ,Supply Chain Facilities Layout, Capacity Planning , Inventory Optimization , Dynamic Routing and Scheduling; Understanding the "*internals*" of industry best practice solutions.
- 4 Internet Technologies and Electronic Commerce in SCM: Relation to ERP , E-procurement , E-Logistics , Internet Auctions ,E-markets ,Electronic business process optimization, Business objects in SCM
6. Role of Human resources in SCM : Issues in workforce management and relationship management with suppliers and customers and employees.

Books for Reference:

- 1.W.J. Hopp and M.L. Spearman. Factory Physics: Foundations of Manufacturing Management. Irwin, McGraw-Hill, 1996.
- 2.N. Viswanadham. Analysis of Manufacturing Enterprises. Kluwer Academic Publishers, 2000.
- 3.Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers, 1999.
- 4.R.B. Handfield and E.L. Nochols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999.
- 5.N. Viswanadham and Y. Narahari. Performance Modeling of Automated manufacturing Systems. Prentice Hall of India, 1998.
- 6.Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.
- 7.Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning, 2001.
- 8.David Simchi Levi, Philip kaminsky, and Edith Simchi Levi. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. Irwin McGrawHill, 2000.