

B. Com in Retail Operations Management

(Four Year Degree Apprenticeship Program)

Simultaneous Mode



<<Simultaneous Mode: Applicable for Colleges wherever the apprenticeship is provided under 3 Days (Classroom) + 3 days (Apprenticeship/OJT) model in a week>>

Program Overview

India is going to have the largest working age population in the world by 2030, but gainful employment for general stream students is a major challenge. Improving the employability of these students requires a new vision with curricula support for employment. Apprenticeship has a prominent role to play in equipping students across higher education, with industry relevant skills. This is one of the most effective ways to develop skilled manpower for the country. It provides industry based, practice oriented and outcome-based learning, enabling students to demonstrate professional abilities for potential employment and growth.

B. Com in Retail Operations Management is a Apprenticeship Embedded Degree Program designed by Retailers Association's Skill Council of India (RASCI). The program is a judicious mix of professional education in the form of apprenticeship along with General and Retail Operations Management education on the principles of dual learning methodology.

B. Com in Retail Operations is an Apprenticeship Embedded Degree Programme (AEDP) curated in consultation with experts from Industry and Academia. The curriculum is dovetailed with the general subjects taught under any commerce undergraduate programme whilst necessary skill training that is required to perform roles in Modern Retail environment is embedded in the form of stipend-based apprenticeship/ on-the-job training (OJT). On The Job training will be delivered in the live retail business environments under the guidance, training and coaching from the managers of various Retail Industry Partners of RASCI. Therefore, the AEDP programme is designed to achieve hybrid outcomes to pave a well guided path for a fresh graduate to obtain a job after completion of the programme whilst fast tracking her/ his career progression.

B. Com in Retail Operations Management						
Simultaneous Apprenticeship from 1st Year To 3rd Year of UG (3 Days Classroom + 3 Days Apprenticeship)						
		Course Title	No of Papers	No of Hours	No of Credits	Courses Credits
Semester I			6	345	20	20
Skill Courses	DSE	Introduction to Retail Operations	1	30	2	5
		In Store Cashiering and Merchandising Operations	1	45	3	
Core Courses	DSC	Business Communication & Basic IT Applications	1	60	4	8
		Business Organisation and Management	1	60	4	
General Courses	AEC	Teamwork	1	30	2	4
	VAC	Ancient Trade and Principles of Chanakya's Management		30	2	
Apprenticeship	OJT	Apprenticeship in Instore Merchandising & Cashiering	1	90	3	3
Semester II			6	345	20	20
Skill Courses	DSE	Customer Relationship Management	1	60	4	4
Core Courses	DSC	Principles of Marketing	1	60	4	8
		Business Environment	1	60	4	
General Courses	VAC	Sustainable Work Practices	1	30	2	5
	SEC	Customer Loyalty and Retention (Practical/ Field Projects/ OJT)	1	45	3	
Apprenticeship	OJT	Apprenticeship in Instore Merchandising & Cashiering	1	90	3	3
Semester III			7	345	20	20
Skill Courses	DSE	Retail Sales Management	1	60	4	6
		Introduction to FMCG/ FMCD Sales & Distribution	1	30	2	
Core Courses	DSC	Fundamentals of Financial & Cost Accounting	1	60	4	7
		Managerial Economics	1	45	3	
General Courses	SEC	Practical in Retail Sales Management (Practical/ Field Project/ OJT)	1	45	3	4
	VAC	Workplace Health and Safety	1	15	1	
Apprenticeship	OJT	Apprenticeship on Customer Relations & Sales Management	1	90	3	3
Semester IV			6	360	20	20
Skill Courses	DSE	Retail Team Management	1	45	3	6
		Inventory and Budget Management	1	45	3	
Core Courses	DSC	Logistics and Supply Chain Management	1	45	3	6
		Introduction To Enterprise Resource Planning	1	45	3	
General Courses	SEC	Leadership Skills (Training/ OJT)	1	45	3	4
	VAC	Introduction to Statutory and Legal framework for Retail Business Enterprises		15	1	
Apprenticeship	OJT	Apprenticeship in Store Operations Management	1	120	4	4
Semester V			6	375	20	20
Skill Courses	DSE	E-Commerce & Omni Channel Retailing	1	45	3	7
		Retail Entrepreneurship	1	45	3	
Core Courses	DSC	Social Media Marketing and Advertising	1	45	3	3
General Courses	AEC	Strategic Productivity Management	1	45	3	6
	AEC	Strategic Marketing Research – Decision Making Ability	1	45	3	
Apprenticeship	OJT	Apprenticeship in Retail Store Operations Management	1	150	5	4
Semester VI			1	600	20	20
Apprenticeship	OJT	Apprenticeship in Retail Store Operations Management	1	600	20	20
Grand Total			34	2,370	120	120

B. Com in Retail Operations Management						
Course Structure for Fourth Year (Semester VII & Semester VIII)						
Course Title			No of Papers	No of Hours	No of Credits	Courses Credits
Semester VII						
			5	405	20	20
Skill Courses	DSE	Merchandise Planning and Category Management	1	60	4	8
		Pricing Strategies and Private Labels	1	60	4	
Core Courses	DSC	Research Methodology	1	45	3	3
General Courses	VAC	Principles and Ethics in Research	1	30	2	2
Research / Apprenticeship	RP/ INT	Capstone Research Project / Apprenticeship/ Internship	1	210	7	7
Semester VIII						
			4	435	20	20
Skill Courses	DSE	Retail Business Analytics	1	60	4	8
		Emerging Technologies and Future Trends in retail	1	60	4	
Core Courses	DSC	Business Ethics and Corporate Governance	1	45	3	3
Research / Internship	RP/ INT	Capstone Research Project/ Apprenticeship/ Internship	1	270	9	9
Grand Total			35	3,210	160	160

SCHEME OF INSTRUCTION FOR B. Com (Retail Operations Management) I YEAR

SEMESTER – I

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 101	Introduction to Retail Operations	2	2	3 Hrs	80 U + 20 I
DSE 102	In Store Merchandising and Cashiering Operations	4	3	3 Hrs	80 U + 20 I
DSC 103	Business Communication Skill & Basic IT Applications	4	4	3 Hrs	80 U + 20 I
DSC 104	Business Organisation and Management	4	4	3 Hrs	80 U + 20 I
AEC 105	Teamwork	2	2	3 Hrs	80 U + 20 I
VAC 106	Ancient Trade and Principles of Chanakya's Management	2	2		
	Apprenticeship/ OJT – 1				
OJT-101	Apprenticeship in Instore Merchandising & Cashiering	24	3	3 Hrs	70 AA*+ 30 SK*
		42	20		

SEMESTER – II

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 201	Customer Relationship Management	4	4	3 Hrs	80 U + 20 I
DSC 202	Principles of Marketing	4	4	3 Hrs	80 U + 20 I
DSC 203	Business Environment	4	4	3 Hrs	80 U + 20 I
AEC 204	Sustainable Work Practices	3	2	3 Hrs	80 U + 20 I
VAC 205	Customer Loyalty and Retention (Practical/ Field Projects/ OJT)	3	3		
	Apprenticeship/ OJT – 2				
OJT-201	Apprenticeship in Instore Merchandising & Cashiering	24	3	3 Hrs	70 AA*+ 30 SK*
		42	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course; **VAC:** Value Added Course; **SEC:** Skill Enhancement Course **T:** Theory; **P:** Practical; **L:** Lab; **I:** Internal Exam; **U:** University Exam; **PR:** Project Report; **CV:** Viva-Voce Examination

DSE 101- Introduction to Retail Operations

Credits: 2

Subject Code: DSE 101

Hours: 30

Sr. No.	Course Objectives
1	To familiarize with retail store operations
2	To evaluate the processes followed for servicing customers at Point of Sale (POS)
3	To identify the processes and best practices to ensure security at retail stores
Sr. No.	Course Outcomes
1	The learners will be able to comprehend various functions under store operation processes.
2	The Learners will be able to explain the processes related to customer service at POS
3	The students will be able to identify the systems & protocols followed to ensure store security.
Unit 1	Introduction to Retail Store Operations
	Evolution of Retail, Retail -Traditional and Modern Retail in India - Traditional Retail Formats - Modern Retail Formats, organogram of a Modern Retail organisation under all sub-sectors of retail, different departments in retail store and their functions, different roles in store and their roles and responsibilities, Retail Supply Chain, Introduction to store operations: store opening process, post store opening process, day end activities, roles and responsibilities of staff during opening-during the day-day end/ closing, product categories: important product categories(food, apparel & general merchandise), business impact of product categories, Goods receipt and storage process: Receiving goods at the store, unloading, material inward process, storage process, processes to minimizing loss of stock quality and quantity.
Unit II	Servicing at Cash Point/ POS (Point of Sale)
	Cash Points/POS- Purpose of POS- Cash points POS set up-Counterfeit payments- Different types of credit and debit cards that are accepted in the stores - Process of handling credit and debit card transactions -Process of handling other cash equivalents, discounts, refunds, fractions and currency conversions - Procedure of authorizing payments -Cash point security procedures - Process of resolving the problems that can occur in routine cash point operations and transactions -Procedures of handling customers and complaints at the POS. Meaning of age restricted products - Policies and procedures to be followed while selling age restricted products - Policies and procedures for refusing sale of age-restricted products- Documents that can be accepted as proof of age -Impact of not collecting prescribed proof of age - Impact of selling age restricted products to under-aged customer
Unit-III	Maintaining Store Security
	The various types of security risks at the store - Identify and report the security risks to the concerned higher authorities - appropriate methods to handle the security risks that fall within the purview of self-authority - the impact of not following statutory guidelines with respect to store safety and security. Types of security risk that can arise in your workplace -the authority and responsibility while dealing with security risks, including legal rights and duties - the approved procedure and techniques for protecting personal safety when security risks arise. Electronic Article Surveillance Systems (EAS) other security and safety equipment used in the store – such as soft tags, hard tags, RFID along with its uses and applications.

Reference Book:

1. Retail Trainee Associate by RASCI publication
2. Retail Cashier RASCI publication
3. Retail Management – Functional Principles & Practices 5th edition by Dr Gibson Vedamani Published by Pearson
4. K.V.S. Madaan, (2009) Fundamental of Retailing, Tata MC Graw Hill.
5. Michael Levy, Barton Weitz, Ajay Pandit (2017) Retailing Management, Tata McGraw Hill.

DSE 102- In Store Cashiering & Merchandising Operations

Credits: 3

Subject Code: DSE 102

Hours: 45

Sr. No.	Course Objectives
1	To learn the best practices of displaying products for sale and provide basic assistance to customers in the stores
2	To comprehend the processes associated with processing customer orders and exchanges
3	To identify the processes related to processing customer payments and goods return
Sr. No.	Course Outcomes
1	The learners will be able to explain the best practices used to display products for sale
2	The learners will be able to explain the process associated with fulfilling customer orders, processing payments and goods return

Unit-I	Preparing Products for Sale & Customer Assistance
	Different Store layouts - Grid, Angular, Racetrack, Free Flow etc., Fixtures Used in Preparing Products for Sale -Maintenance and Usage of Fixtures - Planogram - Putting Products for Sale - Putting Products Together for Sale, Customer Assistance: Qualities Required of a Customer Associate and Various Customer Styles, concepts and principles of visual merchandising, applications of visual merchandising in increasing sale and profits, Customer Complaint Handling Process - Modes and Sources of Customer Complaints, Promoting Loyalty Memberships: Loyalty Scheme Basics - Building Loyalty Memberships.
Unit-II	Processing Customer Orders and Exchanges
	Procedures of processing customer orders - Identify and resolve problems while processing customer orders - - the importance of protecting confidentiality of the customer information - - procedures for validating customer credit limits - Process part exchange of goods/ products for the customers. Processing Part Exchange Sale Transactions: Need for a Customer to Part Exchange the Products Need for a customer to part exchange the products- Terms and conditions of sale for items that the store exchanges -Process of checking ownership of the items produced for part exchange Consequences of not checking the ownership of the items.
Unit-III	Processing Customer Payments and Goods Return
	Procedures for processing cash and credit transactions - the impact of statutory guidelines and obligations of a retailer in relation to credits - Resolve customer concerns related to pricing of products - the procedures to accept and record the product/ goods returned by the customers. The need to process cash and credit transactions - the risks to the company of offering credit to customers - company guidelines for setting customer credit limits - the process of checking customer accounts effectively - the process to identify overdue payments and customers who have gone over their credit limits. The reasons customers might have for returning goods - the need to process returned goods - the policies and procedures for replacements and refunds, including proof of purchase - authority of the cashier to agree to replacements and refunds - the charges that apply to the customers if company is not at fault - the steps involved in processing returns of goods - the process to find the replacement goods.

Reference Books:

1. Introduction of Retail operations by RASCI publication
2. In store cashier and Merchandising by RASCI publication
3. Retail Management – Functional Principles & Practices 5th edition by Dr Gibson Vedamani
Published by Pearson
4. Swati Bhalla & Anuraag Singha, Visual Merchandising
5. Robert Colborne, Visual Merchandising: The Business of Merchandise Presentation
6. Paul J. Russell, Field Visual Merchandising Strategy: Developing a National In-store Strategy Using a Merchandising Service Organization

DSC 103- Business Communication Skill & Basic Office IT Applications

Credits: 4

Subject Code: DSC 103

Hours: 60

Sr. No.	Course Objectives
1	To Identify the role of business communication skills to excel in profession and workplace environment
2	To explain various elements and methods of effective business communication.
3	To augment business communication skills and IT applications seamlessly at workplace
Sr. No.	Course Outcomes
1	The learner will be able to apply business communication skills to achieve proficiency in communication with different stakeholders at workplace.

Unit-I	Theory of Communication
	Definition and purpose of communication, methods of communication (verbal & non-verbal) and when to use them, Principles & characteristics of effective communication, the reasons for barriers in communication- the solutions to typical communication barriers- Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to overcome these Barriers. Impact of technological advancements on Communication Types- Internet, Blogs, E-mails, Moodle, social media (Facebook, Tweeter & WhatsApp), Advantages and Disadvantages
Unit-II	Workplace Communication
	The need for business communication- the methods to practice Business communication skills at workplace. Channels-- Formal and Informal—Vertical, Horizontal, Diagonal, Grapevine Methods: Verbal and Nonverbal. Characteristics of verbal and Non-verbal Communication. Verbal communication: elements of verbal communication- voice, pitch, tone, intonation semantics. Non-verbal: the right usage of body language, expression, eye contact. Importance of effective listening skills- Importance of Listening Skills, Obstacles to listening, cultivating good Listening Skills
Unit-III	Business Correspondence
	Theory of Business Letter Writing -- Parts, Structure, Layouts—Full Block, Modified Block, Semi – Block, Effective Letter Writing, effective Email Writing, Resume & job application writing, email writing, letters of communication to different stakeholders / inter departments, preparing proposals and quotations, raising complaints, replies to complaints, Letter of Acceptance of Job Offer, Letter of Resignation
Unit-IV	Meetings & Report Writing
	Meetings – Plan, Prepare, Organise, Conduct & Report. (Online & Physical meetings) Report writing - business reports, project reports-Reading Skills: -Report Reading - analyze business reports, writing proposals, Presentations, Group Discussion, Practice Sessions: Mock Interviews, Mock Meetings / Conferences, Book Reviews/Summarization, Reading Comprehension, Oral Communication - one to one, one to many, delivering business presentations, listening comprehension.
Unit- V	Basic IT Applications for Office Management
	Introduction to Basic Computer Skills: Overview of the course objectives and expectation Introduction to computer hardware and software components, Basic computer operation Powering on/off, using the mouse and keyboard, navigating the desktop. Introduction to Microsoft Windows: Introduction to the Windows operating system, File management basics: Creating, renaming, moving, and deleting files and folders, Customizing the Windows desktop, and settings. Microsoft Word Basics: Introduction to Microsoft Word, Creating and formatting documents: Text formatting, paragraph formatting, page layout, working with tables and images, Saving, printing, and sharing documents Microsoft Excel Basics: Introduction to Microsoft Excel, Creating and formatting spreadsheet

	Entering data, formatting cells, using basic formulas, Working with rows, columns, and sheets Saving, printing, and sharing spreadsheets
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Reference Books:

1. Bahl, J.C. and Nagamia, S.M. (1974) Modern Business Correspondence and Minute Writing.
2. Balan, K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.
3. Shwom, B., & Snyder, L. G. (2016). Business communication: Polishing your professional presence (3rd ed.). Boston: Pearson
4. Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper
5. Business Communication, Raman – Prakash, Oxford
6. Business Communication, Krizan, Thomson, 5. Understanding Human Communication, 9/e, Adler R Oxford

DSC 104- Business Organisations and Management

Credits: 4

Subject Code: DSC 104

Hours: 60

Sr. No.	Course Objectives
1	To acquaint the learners with the basics of Commerce & Business concepts, functions and forms of Business Organization and functions of Management.
Sr. No.	Course Outcomes
1	Learners will be able to comprehend the basics of Commerce and Business concepts and functions, forms of Business Organization and functions of Management
2	Learners will be able to apply theories and principles of management at workplace to achieve the desired objectives at workplace

Unit-I	Introduction and Forms Of Business Organisations
	Concepts of Business, Trade, Industry and Commerce - Objectives and functions of Business – Social Responsibility of a business - Forms of Business Organization - Meaning, Characteristics, Advantages and Disadvantages of Sole Proprietorship –Meaning, Characteristics, Advantages and Disadvantages of Partnership -Kinds of Partners - Partnership Deed -Concept of Limited liability partnership – Meaning, Characteristics, Advantages and Disadvantages of Hindu Undivided Family –Meaning, Advantages and Disadvantages of Co-Operative Organization.
Unit-II	Joint Stock Company
	Joint Stock Company - Meaning - Definition - Characteristics - Advantages and Disadvantages - Kinds of Companies -Promotion - Stages of Promotion - Promoter - Characteristics - Kinds - Preparation of Important Documents - Memorandum of Association - Clauses - Articles of Association - Contents – Prospectus - Contents – Red herring Prospectus- Statement in lieu of Prospectus (As per Companies Act.2013).
Unit-III	Introduction To Functions of Management
	Management - Meaning - Characteristics - Functions of Management - Levels of Management – Skills of Management- Scientific Management - Meaning - Definition - Objectives - Criticism – Fayol’s 14 Principles of Management.
Unit-IV	Planning and Organising
	Advantages and Disadvantages – Approaches to Planning - Management by Objectives (MBO) Steps in MBO - Benefits –Weaknesses—Definition of Organizing-Organization-Process of Organizing - Principles of Organization - Formal and Informal Organizations - Line, Staff Organizations - Line and Staff Conflicts - Functional Organization - Span of Management - Meaning - Determining Span – Factors influencing the Span of Supervision.
Unit-V	Authority, Coordination and Control
	Meaning of Authority, Power, responsibility, and accountability - Delegation of Authority - Decentralization of Authority - Definition, importance, process, and principles of Coordination techniques of Effective Coordination - Control - Meaning - Definition – Relationship between planning and control-Steps in Control – Types (post, current and pre-control) - Requirements for effective control.

Reference Books:

- 1.Business Organization & Management: Sharma Shashi K. Gupta, Kalyani Publishers
- 2.Business Organisation& Management: Patrick Anthony, Himalaya Publishing House
- 3.Business Organization & Management: Dr. Manish Gupta, PBP.
- 4.Organization & Management: R. D. Agarwal, McGraw Hill.
- 5.Modern Business Organization: S.A. Sherlekar, V.S. Sherlekar, Himalaya Publishing House
- 6.Business Organization & Management: C.R. Basu, Tata McGraw Hill

AEC 105- Team Work

Credits: 2

Subject Code: AEC 105

Hours: 30

Sr. No.	Course Objectives
1	To understand the principles of teamwork and need to work effectively in a team at the workplace
Sr. No.	Course Outcomes
1	The learners will be able to collaboratively work in a team by fostering effective team working skills within diverse team environments
2	The learners will be able to cultivate a culture of ethical integrity and professionalism in team settings, navigating complex challenges with respect, inclusivity, and a commitment to excellence.

Unit-I	Principles of Teamwork
	Definition of team, purpose of a team at workplace, Types of teams (cross-functional, virtual, self-directed, etc.), Benefits and challenges of teamwork, Bruce Tuckman's Team Development Stages, goals and objectives of team, role of - communication skills to build trust, interdependence, mutual respect among team members, teamwork principles and the role of teamwork in the achievement of workplace goals, role of feedback in achievement of team goals
Unit-II	Effectively Working in a Team
	Collaboration Tools and Techniques: Utilizing technology for collaboration (e.g., project management software, communication tools), Strategies for remote teamwork, Document sharing and version control, communication techniques and use in a team context: open and closed questioning, paraphrasing, effective listening, voice tonality and volume, , techniques for supporting team members in the achievement of workplace outcomes, industry standards and expectations relevant to: teamwork attitudes, teamwork ethics , Integrity and professionalism, respecting special needs, diversity and inclusivity, Handling confidential information responsibly, role of constructive feedback and feedback mechanism.

Reference Books:

1. The Ideal Team Player by Patrick M. Lencioni
2. The Power of a Positive Team by Jon Gordon
3. You Can Win: A Step-by-Step Tool for Top Achievers" by Shiv Khera
4. The Tatas: How a Family Built a Business and a Nation" by Girish Kuber
5. The Leader in You" by Dale Carnegie Training India
6. You Are the Key: Unlocking Doors Through Social Selling" by Apurva Chamaria and Gaurav Kakkar
7. Corporate Chanakya on Management" by Radhakrishnan Pillai

VAC 106- Ancient Trade and Chanakya's Management

Credits: 2

Subject Code: VAC 106

Hours: 30

Sr. No.	Course Objectives
1	To enable the familiarize with the practices followed in trade and education systems during the ancient times
2	To familiarize the learners with the concepts of Chanakya's management principles
Sr. No.	Course Outcomes
1	The learner will be able to explain the practices followed in ancient Indian trade
2	The learner will be able to Summarise the Chanakya's principles of management

Unit-I	Indian Ethos in Ancient Times
	Indian Ethos: Meaning, Features, Need & History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages. Modern System of Learning: Meanings, Features, Advantages, Disadvantages, Personal growth and Lessons from Ancient Indian Education System, Personality Development- Meaning, Determinants, Indian Ethos and Personality Development
Unit-II	Principles of Chanakya's Management
	Chanakya- Strategist, Philosopher, Economics, Ethics and values laid down by Chanakya. Chanakya's Concept of Leadership: Qualities of a leader, functions and role of a leader, motivation and communication, what a leader should not do, Identifying Potential Leaders, Decision Making, Advice to entrepreneurs, Turning Managers into leaders. Employee Management: Recruitment Process, Training guidelines by Chanakya, Teamwork Management, Safety and Security, Selecting Right Managers. Organisational Planning, Time Management, Disaster Management, A concept of stable organization, Managing Multiple Project Seven Pillars of Business, Power Management at workplace, Art of punishment, Three Aspects of success.

Reference Books:

1. Moti Chandra, Trade and Trade routes in ancient India, Abhinav Publication, 1997
2. Arun kumar Mishra, trading communities in ancient India, Anamika Prakashan, 1992
3. Radhakrishnan Pillai, 10 th Edition 2021, Corporate Chanakya, 2010
4. Ashok R. Garde, Chanakya on Management, Jaico Publishing House, 2006
5. CA Rajeev k Garg, Chanakya of Modern Business Governance & Time Management, Notion press publication, 2021

OJT 101 - Apprenticeship in Instore Merchandising & Cashiering

Credits: 3

Subject Code: OJT 101

Hours: 394

Sr. No.	Objectives
1	To acquire skills of unassisted selling, receiving goods, merchandising including Point of Sale (POS) management and cashiering
Sr. No.	Apprenticeship Outcomes
1	The learners will be able to perform the role of a Retail associate and cashier in business to customer, business to business retail business formats.

Sr. No.	Module
On the Job Training Modules	
1	Prepare to display products
2	Label display of products
3	Arrange and maintain the display of products
2	To promote loyalty schemes to customers
3	To keep the store secure
5	To keep the store clean and hygienic
6	To work affectively in a retail team
7	To service Cash Point / POS
8	To follow point-of-sale procedures for age- restricted products
9	To process customer orders for goods
10	To process exchange/ part exchange sale transactions
11	To process payments
12	To process cash and credit transactions
13	To process returned goods

SEMESTER – II

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 201	Customer Relationship Management	4	4	3 Hrs	80 U + 20 I
DSC 202	Principles of Marketing	4	4	3 Hrs	80 U + 20 I
DSC 203	Business Environment	4	4	3 Hrs	80 U + 20 I
AEC 204	Sustainable Work Practices	3	2	3 Hrs	80 U + 20 I
VAC 205	Customer Loyalty and Retention (Practical/ Field Projects/ OJT)	3	3		
	Apprenticeship/ OJT – 2				
OJT-201	Apprenticeship in Instore Merchandising & Cashiering	24	3	3 Hrs	70 AA*+ 30 SK*
		42	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course; **VAC:** Value Added Course; **SEC:** Skill Enhancement Course **T:** Theory; **P:** Practical; **L:** Lab; **I:** Internal Exam; **U:** University Exam; **PR:** Project Report; **CV:** Viva-Voce Examination

DSE 201 Customer Relationship Management

Credits: 4

Subject Code: DSE 201

Hours: 60

Sr. No.	Course Objectives
1	To understand the concepts of consumer behaviour and hence need for customer relationship management
2	To identify the elements and their uses in managing customer relationship.
3	To understand the standard process and practices of providing services to the customers
Sr. No.	Course Outcomes
1	The learners will be able to explain the relationship between the consumer behaviour and customer relationship management.
2	The learners will be able to describe the elements of CRM.
3	The learner will be able apply the customer relationship management processes to service and retain customer loyalty

Unit-I	Overview of Consumer Behaviour
	Retail market segmentation – Criteria for segmentation – Approach for Segmentation – Composite segmentation approach. Consumer Behaviour – Definition and Scope – Need for studying Consumer Behaviour - Consumer Behaviour and Decision Making – Consumer value, satisfaction and retention.
Unit-II	Introduction to CRM
	Characteristics of customer touch points at the retail store and their significance wrt Sales and Customer Service, customer need identification process, process for identifying buying behavior, benefits of Customer Relationship Management (CRM) and its implication on providing solutions to the customers and Business, Components of CRM, Role of CRM in marketing and sales, Principles of CRM, Customer Relationship Management Strategies, Impact of CRM on business revenues
Unit-III	Elements of CRM
	Elements of customer service management: Types of customers, complaint handling & resolution, delivery of reliable service, process for continuous customer service improvement, significance of teamwork in meeting the expectations of customers, CRM systems and their uses.
Unit-IV	Customer Services
	Processes and practices of customer engagement, providing customer service in B2C and B2B retail environment, how to handle customer service concerns, best practices followed in resolving customer complaints, decision-making processes in addressing customer service problem, addressing customer grievances, Customer Redressal System & strategies

Reference Books

1. Retail Management – Functional Principles & Practices 5th edition by Dr Gibson Vedamani Published by Pearson
2. Retail Sales Associate & Retail Team Leader – RASCI Course Material
3. Consumer Behaviour: The Indian Context (Concepts and Cases) | Second Edition | By Pearson – S Ramesh Kumar
4. "Retailing: Integrated Retail Management" by Pradip Sinha Publisher: Oxford University Press
5. Retail Management: A Strategic Approach" by Barry Berman, Joel R. Evans, and Patrali Chatterjee, Publisher: Pearson

DSC 202 – Principles of Marketing

Credits: 4

Subject Code: DSC 202

Hours: 60

Sr. No.	Course Objectives
1	To understand the basic concepts, principles, tools and techniques of marketing.
Sr. No.	Course Outcomes
1	The learners will be able to know the concepts and principles of marketing and align them in the value chain along with the various marketing strategies.

Unit-I	Introduction to Marketing
	Marketing: Definition, Marketing Concept, Features, Importance, Functions, Evolution, Strategic v/s Traditional Marketing, Selling vs. Marketing, Marketing Information System: Concept, Components, Marketing Environment: Micro and Macro, Marketing Research - Concept, Features, Process Market Segmentation: Concept, Benefits, Bases of market segmentation, Customer Relationship Management- Concept, Techniques, Market Targeting - Concept, Five patterns of Target market Selection, Complaint Management
Unit-II	Marketing Essentials
	Marketing Mix: 7P's of mix, Concept, Product- Product Decision Areas, Product Life Cycle- Concept, managing stages of PLC Branding - Concept, Components, Brand Equity- Concept, Factors influencing Brand Equity, Packaging- Concept, Essentials of a good package, Product/Service Positioning- Concept, Strategies of Positioning, Challenges Pricing - Concept, Objectives, Factors influencing Pricing, Pricing Strategies
Unit-III	Marketing and Integrated Marketing Communication (IMC)
	Physical Distribution- Concept, Factors influencing Physical Distribution, Marketing Channels (Traditional & Contemporary Channels) Supply Chain Management-Concept, Components of SCM Integrated Marketing Communication (IMC)- Concepts and elements Importance, Digital Marketing-Concept, trends in Digital Marketing, Experiential Marketing, Contextual Marketing, Sales Management- Concept, Components, USP- concept, importance Emerging trends in selling Personal Selling- Concept, Process of personal selling, Skill Sets required for Effective Selling
Unit-IV	Promotion in marketing
	Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics. Recent developments in marketing: Social Marketing, online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism.

Reference Books:

1. Marketing Principles and Management-Sherleker and Pany- Himalaya Publishing House
2. Principles of Marketing. 13th edition. Pearson Education - Kotler, Philip, Gary Armstrong, Prafulla Agnihotri and AhsanUlHaque.
3. Principles of Marketing, Bajaj, Kaur, Kalyani Publishers, New Delhi
4. Sherelakar's Marketing Management – Concepts and Cases – R. Krishnamoorthy – Himalaya Publishing House – 14th Edition – 2019
5. Marketing Management, An Indian Perspective', Second Edition (2015), Published by Biztantra, New Delhi and distributed by Wiley International.

DSC 203 - Business Environment

Credits: 4

Subject Code: DSC 203

Hours: 60

Sr. No.	Course Objectives
1	To Understand the dynamic interplay of economic, social, and regulatory factors shaping contemporary business landscapes.
2	To analyze the impact of globalization and technological advancements on business operations and strategic decision-making.
	To evaluate the ethical, legal, and sustainability dimensions of business practices within the context of local and global environments.
Sr. No.	Course Outcomes
1	The learner will be able to demonstrate a comprehensive understanding of key economic, social, and regulatory drivers influencing business environments.
2	The learner will be able to assess the implications of globalization and technological advancements on business strategies and operations
3	The learner will be able to evaluate ethical, legal, and sustainability considerations in business decision-making processes across diverse local and global contexts.

Unit-I	Introduction to Business Environment
	Business: Meaning, Definition, Nature & Scope, Types of Business Organizations Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment, Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis. Introduction to Micro-Environment: Internal Environment: Value system, Mission, Objectives, Organizational, Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal). Retail Business Environment. Contribution of retail to Indian economy.
Unit-II	Political and Legal Environment
	Political Framework: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector, Overview of the Indian economy: growth, sectors, and trends, Contribution of the retail sector to the Indian economy, Challenges of Indian economy. Legal Framework for Retail Businesses: Business laws relevant to retail operations (e.g., contract law, consumer protection laws) Intellectual property rights and their significance in retail management, Compliance requirements for retail businesses in India.
Unit-III	Social and Cultural Environment
	Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business. Social and cultural factors in retail management, Significance of social and cultural dynamics in shaping consumer behavior and retail trends in India, demographic factors influencing consumer preferences and purchasing behavior in India (e.g., age, gender, income, urbanization), Religious and Festive Influences: Analysis of religious festivals and cultural celebrations as drivers of retail demand in India, Retail promotional strategies for leveraging festive seasons and cultural events.

	Regional Diversity and Market Preferences: Overview of regional diversity in India and its implications for retail market preferences, Localization strategies for retail businesses to cater to regional tastes and preferences.
Unit-IV	Technological, Competitive and International Environment
	Technological environment: Features, impact of technology on Business Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs: Definition, meaning, merits, demerits, MNCs in India, FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, FDI in retail sector.
Unit - V	International Retail Business Environment
	Definition and scope of international retailing, Importance of international retailing in the global economy, Evolution of international retailing, Trends and challenges in international retailing, Cultural, economic, and legal factors impacting international retailing, Understanding consumer behavior in different international markets, Regulatory frameworks and compliance issues in international retailing, Product adaptation and standardization in international retailing, Pricing strategies for international markets, Promotional strategies and advertising in diverse cultural contexts, Retail branding and positioning in the global marketplace.

Reference Books:

1. Indian Business Environment" by Francis Cherunilam
2. Business Environment" by K. Aswathappa
3. Indian Economy" by Ramesh Singh.
4. Business Environment and Law" by Abhishek Kumar
5. Business Environment and Policy" by S. K. Misra and V. K. Puri
6. Indian Business Environment: Globalization, Competitiveness, and Challenges" by H. L. Ahuja
7. Newman, A. & Cullen, P., Retailing: Environment and Operations, 9th Indian Reprint 2011, Cengage Learning.
8. S. L. Gupta & Arun Mittal, International Retailing

VAC 204 - Sustainable Work Practices in Retail Operations

Credits: 2

Subject Code: VAC 204

Hours: 30

Sr. No.	Course Objectives
1	To understand the Principles and Importance of Sustainable Retailing:
2	To analyze Sustainable Practices and Their Implementation in Retail Operations
Sr. No.	Course Outcomes
1	Learners will be able to articulate the concepts and significance of sustainability in the retail sector, demonstrating an understanding of its environmental, social, and economic dimensions.
2	Learners will be able to analyze and evaluate sustainable practices relevant to retail operations, including environmentally friendly sourcing, energy efficiency, fair labor practices, and community engagement

Unit-I	Introduction to Sustainable Retailing
	Definition and significance of sustainability in retail, Overview of environmental, social, and economic dimensions of sustainability, developing a sustainability strategy and action plan for a retail business, Integration of sustainability considerations into business decision-making processes, challenges and barriers to implementing sustainable practices, Case studies highlighting the importance of sustainability in retail operations
Unit-II	Environmental Sustainability in Retail
	Sustainable sourcing and procurement practices, Energy efficiency and waste management in retail operations, Green store design and eco-friendly infrastructure, Emerging technologies and trends driving sustainability in retail, Circular economy principles and opportunities for retailers, Case studies of innovative sustainable retailing initiatives, Communicating sustainability initiatives to consumers Eco-friendly product labeling and packaging, Strategies for educating and engaging customers on sustainable consumption
Unit-III	Social Responsibility and Ethical Practices
	Government policies and incentives for promoting sustainability in retail, Overview of environmental and social regulations affecting retail businesses, Certification standards for sustainable products and practices (e.g., Fair Trade, Organic), Fair labor practices and supply chain transparency, Diversity and inclusion initiatives in retail workforce, Community engagement and philanthropic activities
Unit-IV	Sustainable Supply Chain Management and KPIs
	Sustainable sourcing and supplier partnerships, Logistics optimization and transportation efficiency, Collaboration with suppliers for sustainability improvements, Key performance indicators (KPIs) for assessing sustainability in retail, Sustainability reporting frameworks (e.g., Global Reporting Initiative), Using data and metrics to track progress and drive continuous improvement

Reference Books:

1. Sustainability in Retailing: Concepts and Cases" by Jayashree Suresh and Deepa Dixit
2. Sustainable Retailing: Emerging Trends and Best Practices" by Cristina M. Gómez-Cruz, Gloria Estévez-Mejías, and Sandra María Sánchez-Cañizares
3. Sustainable Supply Chains: Models, Methods, and Public Policy Implications" by David L. Olson and Desheng Dash Wu
4. Corporate Social Responsibility: Challenges and Opportunities in India" by Rajeev Singh

SEC 205 – Practical on Customer Loyalty and Retention

Credits: 3

Subject Code: SEC 205

Hours: 45

Sr. No.	Course Objectives
1	To understand key concepts related to marketing, customer behavior, and relationship management impacting customer loyalty and retention
2	To provide practical insights and recommendations for enhancing customer loyalty and retention, ultimately contributing to the long-term success of the chosen business or organization.
Sr. No.	
1	The learners will be able to explain the impact of marketing, customer behaviour and relationship management on customer retention and loyalty.
2	The learners will be able to analyze and improve customer loyalty and retention strategies for a chosen business, focusing on enhancing customer satisfaction, engagement, and long-term relationships.

Unit-I	Introduction to Customer Loyalty and Retention
	Definition of customer loyalty and retention, Customer Lifetime Value (CLV): concept of CLV, impact of CLV on profits, Customer Segmentation: need for division of customers based on demographics, behavior, needs, or preferences to devise loyalty and retention strategies, Customer Satisfaction and Loyalty Models: SERVQUAL model or the Kano model, Customer Journey Mapping: correlation between touchpoints and interactions a customer has with a business throughout their lifecycle , loyalty & retention
Unit-II	Customer Retention Strategies and Tactics
	loyalty programs, personalized communication, superior customer service, and post-purchase engagement, Net Promoter Score (NPS): NPS methods NPS and its significance in assessing and improving customer loyalty, Customer Feedback and Listening: gathering, analyzing, and acting upon customer feedback, ethical considerations in customer relationships, such as privacy, transparency, fairness, and trust-building and their impact on retention
Unit-III	Practical/ OJT
	Analyze and improve customer loyalty and retention strategies for a chosen business, focusing on enhancing customer satisfaction, engagement, and long-term relationships by carrying out: Background Research; Customer Data Analysis; Customer Feedback Collection; Competitor Analysis; Strategy Development; Implementation Plan; Testing and Optimization; Measurement and Evaluation; Communication and Engagement; Documentation and Reporting

Reference Books:

1. Customer Loyalty: Exploring Its Various Dimensions by Shweta Singh
2. Customer Relationship Management: A Strategic Approach by Girish V. S.
3. Retail Management – Functional Principles & Practices 5th edition by Dr Gibson Vedamani
Published by Pearson

OJT 201 - Apprenticeship in Instore Merchandising & Cashiering

Credits: 3

Subject Code: OJT 201

Hours: 590

Sr. No.	Objectives
1	To acquire skills of unassisted selling, receiving goods, Visual merchandising including Point of Sale (POS) operations management and cashiering
Sr. No.	Apprenticeship Outcomes
1	The learners will be able to plan and implement visual merchandising displays whilst managing cashiering operations at the POS.

Sr. No.	Module
	On the Job Training Modules
1	To service Cash Point / POS
2	To process customer orders for goods
3	To process exchange/ part exchange sale transactions
4	To process payments
5	To process cash and credit transactions
6	To process returned goods
7	To Interpret design briefs for visual merchandising displays
8	To Procure merchandise and props to be featured in retail displays
9	To Dress in-store displays based on guidelines
10	To Dress window displays based on guidelines
11	To Evaluate and improve retail displays.
12	To Dismantle visual merchandising displays
13	To Store equipment, props and graphics for retail displays

SCHEME OF INSTRUCTION FOR B. Com (Retail Operations Management)

II YEAR

SEMESTER – III

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 301	Retail Sales Management	4	4	3 Hrs	80 U + 20 I
DSE 302	Introduction to FMCG/ FMCD Sales & Distribution	2	2	3 Hrs	80 U + 20 I
DSC 303	Fundamentals of Financial & Cost Accounting	4	4	3 Hrs	80 U + 20 I
DSC 304	Managerial Economics	4	3	3 Hrs	80 U + 20 I
SEC 305	Practical in Retail Sales Management (Practical/ Field Project/ OJT)	3	3	3 Hrs	80 U + 20 I
VAC 306	Workplace Health and Safety	1	1		
	Apprenticeship/ OJT – 3				
OJT-301	Apprenticeship in Customer Relations & Sales Management	24	3	3 Hrs	70 AA*+ 30 SK*
		42	20		

SEMESTER – IV

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 401	Retail Team Management	4	3	3 Hrs	80 U + 20 I
DSE 402	Inventory and Budget Management	4	3	3 Hrs	80 U + 20 I
DSC 403	Logistics and Supply Chain Management	3	3	3 Hrs	80 U + 20 I
DSC 404	Introduction To Enterprise Resource Planning	3	3	3 Hrs	80 U + 20 I
SEC 405	Leadership Skills (Training/ OJT)	3	3	3 Hrs	80 U + 20 I
VAC 406	Introduction to Statutory and Legal framework for Retail Business Enterprises	1	1		
	Apprenticeship/ OJT – 4				
OJT-401	Apprenticeship in Store Operations Management	24	4	3 Hrs	70 AA*+ 30 SK*
		42	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course;

VAC: Value Added Course; **SEC:** Skill Enhancement Course T: Theory; P: Practical; L: Lab; I: Internal

Exam; U: University Exam; PR: Project Report; CV: Viva-Voce Examination

DSE 301 Retail Sales Management

Credits: 4

Subject Code: DSE 301

Hours: 60

Sr. No.	Course Objectives
1	To understand the principles and practices of retail sales management.
2	To develop effective sales strategies for diverse retail environments:
3	To apply the retail selling techniques
Sr. No.	Course Outcomes
1	Learners will be able to demonstrate a solid understanding of the fundamental concepts, theories, and techniques involved in managing sales within the retail industry.
2	Learners will be able to develop and implement sales strategies tailored to various retail formats, including brick-and-mortar stores, e-commerce platforms, and omnichannel retail environments.
3	Learners will be able to demonstrate the use of sales techniques.

Unit-I	Introduction to Retail Sales Management and Consumer Behaviour
	Introduction to Retail Sales Management: Types of retail formats (e.g., department stores, specialty stores, e-commerce), Global retail trends and market size Importance of sales management in retail: Role of sales in revenue generation and customer satisfaction, Impact of effective sales management on overall retail performance, Evolution of retail sales: Historical development of retail sales practices, Emergence of modern retail concepts and strategies, Trends and challenges in retail sales management: Technological advancements and their impact on retail sales, Changing consumer preferences and shopping behaviors, Competition in the retail industry and strategies for differentiation. Understanding Consumer Behavior: Consumer psychology and buying behavior, psychological factors influencing consumer decisions (e.g., motivation, perception, attitudes), Social and cultural influences on consumer behavior, Factors influencing consumer purchasing decisions: Economic factors (e.g., income, price sensitivity), Personal factors (e.g., lifestyle, personality), Situational factors (e.g., time constraints, urgency), Segmentation, targeting, and positioning in retail sales: Market segmentation strategies based on demographic, psychographic, and behavioral factors, Target market selection and identification of consumer segments: Positioning strategies to differentiate products and attract target consumers
Unit-II	Sales Planning and Strategy
	Setting sales objectives and targets - SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives, establishing realistic sales targets based on market analysis and business goals. Sales forecasting techniques - Time-series analysis, Regression analysis, Qualitative methods (e.g., expert opinion, market research) Developing sales strategies for different retail formats - Tailoring sales strategies for brick-and-mortar stores, online retail, and omnichannel environments, Promotional strategies (e.g., discounts, loyalty programs) to drive sales and customer engagement.

Unit-III	Sales Techniques and Skills
	Personal selling techniques -Building rapport with customers, needs assessment and solution selling, handling objections, and closing sales, Customer Buying Cycle Vs Retail Sales Cycle. Effective communication in sales - Verbal communication skills (e.g., active listening, persuasive language), Non-verbal communication cues (e.g., body language, facial expressions), Written communication skills for email correspondence, proposals, etc. Negotiation and persuasion skills - Principled negotiation techniques, overcoming resistance and objections: types of objection handling techniques, Creating win-win outcomes for both the seller and the customer. Importance of product knowledge - Features, Advantages and Benefits (FAB) of products, use of FABING technique during customer interaction, techniques for product demonstration, upselling & cross selling techniques.
Unit-IV	Case Studies and Presentation
	Analysis of real-world retail sales management cases • Case studies on successful sales management strategies in retail companies • Discussion of challenges faced, and lessons learned in implementing sales initiatives

Reference Books

1. Retail Management | Fifth Edition | By Pearson authored by Dr. Gibson Vedamani
2. Hammond, Richard. Smart Retail: Winning ideas and strategies from the most successful retailers in the world. Pearson Education.
3. Singh, Harjit. Retail Management - A Global Perspective: Text and Cases. S. Chand
4. Retail Management: A Strategic Approach by Barry Berman and Joel R. Evans
5. Sales Management: Analysis and Decision Making by Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, and Charles H. Schwepker Jr.
6. The Retail Value Chain: How to Gain Competitive Advantage through Efficient Consumer Response (ECR) Strategies" by Martin Christopher, Helen Peck, and Denise Gammidge

DSE 302 FMCG/ FMCD Sales & Distribution

Credits: 2

Subject Code: DSE 302

Hours: 30

Sr. No.	Course Objectives
1	To equip with the knowledge, skills, and strategic mindset required to effectively manage territories and drive sales within the diverse and dynamic Indian FMCG/FMCD market
Sr. No.	Course Outcomes
1	Learners will be able to demonstrate the ability to strategically analyze the Indian FMCG/FMCD market, effectively plan and manage territories, optimize distribution channels, forecast sales accurately, and adapt to the evolving dynamics of the industry.

Unit-I	FMCG & FMCD Distribution
	Introduction to the Indian consumer market: diversity, preferences, and behaviours, Market trends and growth opportunities in various FMCG/FMCD sectors, Regulatory framework governing FMCG/FMCD sales and distribution in India, Impact of government policies, taxation, and trade regulations on the industry. Product categories in FMCG / FMCD, supply chain system in FMCG /FMCD (Manufacturer, Transportationsystem, Storage, Distribution & retailing and post-sale services) , Overview of distribution channel structures in India: direct, indirect, and hybrid. Selection and evaluation of distribution partners: distributors, wholesalers, retailers. Negotiating and managing agreements with channel partners, including terms and incentives. Addressing channel conflicts such as price undercutting, territory overlaps, and brand dilution. Leveraging technology for efficient channel management and inventory control.
Unit-II	Territory Planning and Distribution System Mapping
	Principles of territory management and its importance in sales strategy, Techniques for defining and segmenting territories in the Indian context. Utilizing market research, data analytics, and GIS tools for territory mapping. Developing territory plans aligned with company objectives and market dynamics. Strategies for efficient route planning, covering urban and rural areas effectively. Roles & responsibilities of stakeholders in FMCG distribution system, importance of influencing people through personal effectiveness, best practices followed in distributor and retailer relationship management.
Unit-III	Sales Forecasting and Performance Evaluation
	Understanding demand patterns and seasonality in the Indian market. Methods for sales forecasting: qualitative, quantitative, and hybrid approaches. Setting realistic sales targets and quotas based on territory potential and historical data. Roles and responsibilities of a FMCG salesperson (Territory, dayto day planning, route & beat plans, target achievement, outlet categories, productivity metrics, merchandising & branding, stock management, order booking), objection handling and negotiation with retailers, process of effective sales calls. Monitoring and analyzing key performance indicators (KPIs) such as sales volume, market share, and distribution coverage. Performance evaluation techniques, including variance analysis and sales force effectiveness metrics.

Reference Books

1. Distributor Salesman – RASCI Courseware
2. Sales and Distribution Management in the Indian Context by Pingali Venugopal

DSC 303 Fundamentals of Financial & Cost Accounting

Credits: 4

Subject Code: DSC 303

Hours: 60

Sr. No.	Course Objectives
1	To understand the basic concept of accounting practices in an organization.
2	To recognize the role of cost accountancy and cost management.
3	To describe the common practices of accounting in a department of a business organisation
Sr. No.	Course Outcomes
1	The learners will be able to understand basic accounting practices followed in business environment.
2	The learners will be able to classify cost accountancy and cost management.
3	The learner will be able to perform basic accounting practices.

Unit-I	Introduction to Financial Accounting
	Basic accounting practices in retail organisations – meaning, definition, objectives, scope, basic, terms, accounting principles in retail business, branches of accounting. uses & limitations of Accounting, Concepts & Conventions, Statements of Final Accounts – Meaning, need & objectives, types of Trading Account – Meaning & need, Profit & loss Account – meaning & Need, Balance Sheet- Meaning & need. Meaning of final accounts with adjustment entry, Impact of profit & loss account and balance sheet on business goals of the organisation, markup & mark down practices in retail, impact of mark up and mark down on financial accounting & profits.
Unit-II	Accounting Practices
	Common practices of accounting in a department of a business organisation, Departmental accounting and role of Accountants, Basis of Allocation of Expenses and Incomes / Receipts, Inter Departmental Transfer: At Cost Price and Invoice Price, Stock Reserve, Departmental Trading and Profit and Loss Account and Balance Sheet
Unit-III	Cost Accounting
	Role of cost accountancy and cost management in retail store operations, Definitions: Cost, Costing and Cost Accounting, Classification of Cost on different bases, cost Allocation and Apportionment, Cost management, Cost control

Reference Books:

1. Basics of Accounting – Jain & Narang
2. Basic of Accounting – T. S. Grewal

DSC 304 Managerial Economics

Credits: 4

Subject Code: DSC 304

Hours: 60

Sr. No.	Course Objectives
1	To understand the concepts and applications of Managerial Economics.
2	To interpret the cost dimensions in a business venture.
3	To recognise the role of pricing in markets and market structures.
Sr. No.	Course Outcomes
1	The learners will be able to understand the role of managerial economist in a firm.
2	The learners will be able to apply the knowledge of costing in decision making.
3	The learners will be able to identify and analyse market practices and process in real life.

Unit-I	Introduction to Managerial Economics
	The concepts and application of managerial economics-Meaning, Nature-Scope, relationship with other sciences & its Significance. Economics applied to Business Decisions, Theory of firm & industry Demand Analysis – Law of demand, determinants of demand, demand curve, consumer surplus, Elasticity of demand & Demand forecasting.
Unit-II	Elements of Costs
	Elements of Cost-Average, Marginal & total cost, Basic cost curves-Relation between production & cost, Break Even Analysis – Break Even point-Managerial use of B.E.P. and its limitation-Factors influencing P/V decisions.
Unit-III	Elements of Pricing
	The elements of pricing, profit planning & management-Price output decisions, classification of markets-Structures and their making features, Pricing under Perfect Competition and Monopoly. Profit Planning & Management – Types of Profit, some concepts related to profit, factors determining, profit in short- & long-term Dynamics of surplus, Theory & residual claimant theory of Profit.

Reference Books:

1. Managerial Economics-A Problem Solving Approach, Luke M. Froeb, Brian T. McCann, Michael R. Ward, and Mikhael Shor
2. Managerial Economics and Business Strategy, Michael Baye and Jeff Prince
3. Managerial Economics: Craig H Peterson and Jain, Pearson education
4. Managerial Economics: Vanitha Rawal, Pearson Education

SEC 305 Practical in Retail Sales Management (Practical/ Field Project/ OJT)

Credits: 3

Subject Code: SEC 305

Hours: 45

Sr. No.	Course Objectives
1	To apply the key principles and techniques of retail sales management, including customer interaction, sales strategies, and team management.
2	To apply retail sales software/tools effectively to manage inventory, analyze sales data, and enhance customer relationships.
Sr. No.	Course Outcomes
1	Learners will be able to manage retail sales operations by utilizing various tools and techniques.
2	Learners will be equipped with the knowledge and skills to formulate and implement sales strategies encompassing merchandising, promotional campaigns.

Unit-I	Introduction to Practical Retail Sales Management
	Overview: Explanation of the format and objectives of practical sessions, Discussion of the importance of practical application in retail sales management education Introduction to retail sales management software/tools: Demonstration of common retail sales software/tools (e.g., POS systems, CRM software), Hands-on exploration of software interfaces and basic functionalities. Setting up mock retail sales scenarios: Role assignment for simulated sales interactions. Scenario creation: Role plays or OJT demonstration on different types of customer interactions (e.g., product inquiry, complaint handling) Designing and executing promotional campaigns: Planning and organizing sales events, promotional campaigns, special festive events, product launches, clearance sales.
Unit-II	Customer Interaction and Sales Techniques
	Role-playing exercises: Customer greetings and engagement, Students pair up and take turns practicing initial greetings and engaging customers in conversation Feedback session: Peer evaluation and instructor feedback on communication skills and approachability Demonstrating product features and benefits: Introduction to a selection of products for demonstration; Role-playing scenarios: Students take turns demonstrating product features and explaining benefits to customers Handling customer objections and closing sales: Identification of common objections in retail sales; Role-playing exercises: Students practice responding to objections and techniques for closing sales Feedback and debrief: Discussion of effective strategies and areas for improvement
Unit - III	Using Retail Sales Software and Technology
	Hands-on training with POS systems: Simulation exercises: Students practice processing transactions, issuing refunds, and managing inventory using POS software. Troubleshooting scenarios: Students troubleshoot common POS system errors and practice resolving issues. Introduction to CRM software for sales management: CRM software exploration: Students navigate through CRM software interfaces, input customer data, and track interactions. Customer segmentation exercise: Using CRM software to segment customer data and target specific customer groups for marketing campaigns.

Reference Books:

1. Retail Management: Text and Cases" by Swapna Pradhan
2. Retail Management | Fifth Edition | By Pearson authored by Dr. Gibson Vedamani
3. Retail sales Associate: RASCI Course Material
4. Retail Team Leader – RASCI Course material

VAC 306 Workplace Health and Safety

Credits: 1

Subject Code: VAC 306

Hours: 15

Sr. No.	Course Objectives
1	To understand the importance of workplace health and safety in a retail environment and identify common hazards and risks associated with retail operations.
Sr. No.	Course Outcomes
1	Learners will be able to conduct a comprehensive risk assessment of their retail store, identifying potential hazards and proposing practical control measures to mitigate risks and ensure a safe working environment for employees and customers.

Unit-I	Introduction to Workplace Health and Safety
	Overview of workplace health and safety (WHS) regulations and standards in the retail sector Importance of WHS in a retail store environment, Responsibilities of employers, managers, and employees regarding WHS
Unit-II	Identifying Hazards in and Preventing Accidents in Retail Environments
	Common hazards in retail stores: slips, trips, and falls; manual handling; hazardous substances; electrical safety; etc. Conducting risk assessments in a retail setting, Recognizing potential hazards specific to your store layout and operations. Strategies for preventing slips, trips, and falls, Safe manual handling techniques for lifting and carrying items, Proper use of equipment and machinery, Handling and storing hazardous substances safely, personal protective equipment and their benefits
Unit - III	Emergency Preparedness and Response
	Developing emergency procedures for various scenarios (fire, medical emergencies, etc.) Importance of training employees on emergency protocols, including evacuation routes and assembly points, importance of First aid training and maintaining first aid supplies in the store
Unit IV	Workplace Health Promotion and Monitoring and Continuous Improvement
	Promoting physical and mental well-being among employees, Encouraging healthy lifestyles and stress management techniques, Implementing ergonomic principles to reduce strain and injuries, Establishing systems for regular WHS inspections and audits, Investigating incidents and near misses to identify root causes, Implementing improvements based on feedback and lessons learned.
Unit V	Additional Resources and Practical Exercises
	- Interactive scenarios or case studies to reinforce learning. - Guest speakers or industry experts to provide insights and best practices. - Hands-on demonstrations of safety equipment and procedures.

Reference Books:

1. Retail Management: Text and Cases" by Swapna Pradhan
2. Retail Management | Fifth Edition | By Pearson authored by Dr. Gibson Vedamani
3. Retail sales Associate: RASCI Course Material

OJT 301 - Apprenticeship in Customer Relations & Sales Management

Credits: 3

Subject Code: OJT 301

Hours: 660

Sr. No.	Objectives
1	To acquire skills of assisted selling, consultative selling, personalized customer service and care including standard operating procedures for sales and customer service operations within a retail store.
Sr. No.	Apprenticeship Outcomes
1	The learners will be able to perform the role of a Retail Sales specialist in business to customer, business to business retail business formats.

Sr. No.	Module
On the Job Training Modules	
1.	Create a positive image of self & organisation in the customer's mind
2.	Demonstrate products to customers
3.	Help customers choose right products
4.	Process credit applications for purchases
5.	To allocate and check work in your team
6.	To work effectively in a retail team
7.	To work effectively in an organisation
8.	To plan visual merchandising
9.	To establish and satisfy customer needs
10.	To communicate effectively with stakeholders
11.	To organize the display of products at the store
12.	To process the sale of products
13.	To maintain the availability of goods for sale to customers
14.	To monitor and solve customer service problems

SEMESTER – IV

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 401	Retail Team Management	4	3	3 Hrs	80 U + 20 I
DSE 402	Inventory and Budget Management	4	3	3 Hrs	80 U + 20 I
DSC 403	Logistics and Supply Chain Management	3	3	3 Hrs	80 U + 20 I
DSC 404	Introduction To Enterprise Resource Planning	3	3	3 Hrs	80 U + 20 I
SEC 405	Leadership Skills (Training/ OJT)	3	3	3 Hrs	80 U + 20 I
VAC 406	Introduction to Statutory and Legal framework for Retail Business Enterprises	1	1		
	Apprenticeship/ OJT – 4				
OJT-401	Apprenticeship in Store Operations Management	24	4	3 Hrs	70 AA*+ 30 SK*
		42	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course;

VAC: Value Added Course; **SEC:** Skill Enhancement Course T: Theory; P: Practical; L: Lab; I: Internal Exam; U: University Exam; PR: Project Report; CV: Viva-Voce Examination

DSE 401 Retail Team Management

Credits: 3

Subject Code: DSE 401

Hours: 45

Sr. No.	Course Objectives
1	To understand the basics of sales team management
2	To understand the principles and techniques of setting SMART sales goals, aligning them with organizational objectives, and tracking progress effectively.
3	To develop skills in designing and delivering effective sales training programs, utilizing methods such as classroom training, on-the-job coaching, and role-playing exercises.
4	To gain proficiency in conducting performance evaluations, providing constructive feedback, and implementing strategies to enhance sales team performance and productivity.
Sr. No.	Course Outcomes
1	Learners will be able to analyze sales goals, design training programs, and implement performance evaluation methods to enhance the productivity and effectiveness of retail sales teams.
2	Learners will be able develop the skills to set SMART sales goals, align them with organizational objectives, and track progress using key performance indicators, fostering a culture of accountability and continuous improvement within sales teams.
3	Learners will demonstrate the ability to evaluate sales team performance, provide constructive feedback, and implement strategies to optimize individual and team performance, contributing to overall store success in the retail industry.

Unit-I	Basics of Sales Team Management
	Roles and responsibilities of a sales team leader, purpose of retail sales teams, Recruiting, training, and retaining sales personnel: Job analysis and recruitment strategies for sales positions, Training programs for sales staff (product knowledge, sales techniques), Employee motivation and engagement strategies to reduce attrition. Motivating and incentivizing sales teams: Incentive compensation plans (e.g., commissions, bonuses), Recognition and rewards programs for top performers, Team-building activities to foster collaboration and camaraderie.
Unit-II	Sales Team Performance Management
	Introduction to Retail Store Sales Team Performance Management: Importance of effective sales team performance management in retail, impact of sales team performance on overall store success, Introduction to key concepts and principles of sales team performance management, Definition of performance management in the context of retail sales teams, role of key performance indicators (KPIs) for measuring sales team performance. Setting Sales Team Goals and Objectives: role of goal setting in sales team performance management, Importance of goal alignment with organizational objectives, SMART (Specific, Measurable, Achievable, Relevant, Time-bound) framework for goal setting, Methods for setting SMART sales goals and objectives, identifying specific sales targets for individuals and teams, Establishing measurable mics to track progress towards sales goals, Techniques for aligning individual and team goals with organizational objectives, Ensuring clarity and transparency in goal communication, Creating a culture of accountability and ownership among sales team members.

Unit-III	Sales Team Training and Development:
	Identifying training needs and designing sales training programs, conducting training needs assessments to identify skill gaps, designing tailored training programs to address identified needs, Methods for delivering effective sales training. Classroom training: Structured sessions led by trainers covering sales techniques, product knowledge, and customer service skills, On-the-job training: Coaching and mentoring by experienced sales team members, Role-playing exercises: Simulated sales scenarios to practice and reinforce skills, Strategies for ongoing sales team development and skill enhancement. Providing continuous learning opportunities through workshops, seminars, and online training resources Encouraging self-directed learning and skill acquisition through individual development plans.
Unit-IV	Team Performance Review
	Introduction to performance evaluation techniques for sales teams: Purpose of performance evaluations in identifying strengths, weaknesses, and areas for improvement, Types of performance evaluation methods (e.g., self-assessment, peer assessment, manager assessment) Methods for conducting performance reviews and providing constructive feedback: Establishing clear evaluation criteria aligned with sales goals and objectives, conducting structured performance review meetings to discuss performance metrics and provide feedback Importance of regular performance feedback in driving sales team improvement: Creating a culture of continuous feedback and open communication, Recognizing and rewarding high performers while addressing performance issues promptly and constructively.

Reference Books

1. Retailing Management: Principles and Practices by Gibson G. Vedamani (Recommended)
2. Sales Management: Decisions, Strategies and Cases by P. M. A. Kumar
3. Retail Management: Text and Cases by Swapna Pradhan
4. Sales Management: Concepts, Practice and Cases" by T. N. Ramanathan and Tapan K. Panda
5. Retail Manager's Handbook – Andra Wheeler
6. The Art of Luxury Selling: How to Engage Sales Teams to Establish a Culture of Service Excellence - Peter Aristodemou
7. Retail Team Leader – RASCI Course Material
8. Retail Department Manager – RASCI Course Material
9. Retail Store Manager – RASCI Course Material

DSE 402 Inventory and Budget Management

Credits: 3

Subject Code: DSE 402

Hours: 45

Sr. No.	Course Objectives
1	To Understand the principles and techniques of retail inventory management.
2	To Develop proficiency in inventory turnover analysis, safety stock management, and supply chain integration.
3	To Gain an understanding of budget planning, forecasting, allocation, and control techniques specific to retail operations
4	To acquire the skills to analyze financial statements, monitor budget performance, and identify variances.
Sr. No.	Course Outcomes
1	Learners will be able to develop and implement inventory management strategies resulting in enhanced customer satisfaction and increased profitability.
2	Learners will be equipped with the knowledge and skills to effectively plan, monitor, and control budgets in retail store operations to achieve financial objectives of the store

Unit-I	Inventory Management
	Importance and objectives of Inventory Management in Retail, Overview of Inventory Costs and Their Impact on Profitability, Methods of Inventory Planning: ABC Analysis, EOQ, JIT, Forecasting Techniques for Demand Prediction, Seasonal Variation and its Impact on Inventory Planning, Inventory Control Techniques: Setting Reorder Points and Safety Stock Levels, Economic Order Quantity (EOQ) Calculation and Implementation, Just-in-Time (JIT) Inventory Management and its Benefits. Inventory Classification and Categorization: ABC Analysis: Classification of Inventory Items based on Value and Frequency of Sales, Inventory Segmentation: Differentiating Inventory based on Characteristics such as Perishability and Seasonality, Product Life Cycle Management and its Impact on Inventory Classification. Inventory Reconciliation and Auditing: Regular Physical Inventory Counts and Cycle Counting Techniques, Inventory Reconciliation Processes Importance of Accuracy in Inventory Records.
Unit -II	Inventory Optimization Strategies
	Inventory Turnover Ratio and its Significance: Strategies to Reduce Excess Inventory and Dead Stock, Vendor Managed Inventory (VMI) and Consignment Inventory, Inventory Loss Prevention: Causes of Inventory Shrinkage and Losses: Implementing Inventory Security Measures, Training Staff on Inventory Control and Theft Prevention, Week 9: Technology Solutions for Inventory Management: Barcoding and RFID Technology in Inventory Tracking, Benefits of Real-time Inventory Tracking Systems, Cloud-based Inventory Management Software.
Unit-III	Managing Retail Store Budgets
	Introduction to Retail Store Budget Management: Overview and importance of budget management in retail operations, role of budgeting in achieving financial goals and objectives, key budgeting terminology and concepts in retail. Understanding Financial Statements: interpreting income statements (profit and loss statements) in retail, revenue, cost of goods sold (COGS), and operating expenses, balance sheets in retail: assets, liabilities, and equity, cash flow statements in retail, cash inflows, outflows, and net cash flow. Budget Planning and Preparation: Techniques for forecasting sales in retail stores, Historical

	data analysis, market trends, and seasonality factors, Identifying expense categories for budgeting- Fixed expenses (e.g., rent, utilities), variable expenses (e.g., payroll, inventory), and discretionary expenses (e.g., marketing, promotions), Creating a sales budget - setting sales targets, incorporating sales forecasts, and considering factors affecting sales performance, Developing an expense budget - Allocating resources to various expense categories based on historical data and projected needs Budget Monitoring and Control: Overview of budget monitoring and control processes, Establishing performance metrics and benchmarks, Methods for tracking actual performance against budgeted targets, Comparing actual sales and expenses to budgeted figures, Variance analysis techniques -Identifying and analyzing budget variances (favorable and unfavorable), Understanding the causes of budget variances and their implications for store operations, Implementing corrective actions-Adjusting spending plans, reallocating resources, and implementing cost-saving measures to address budget variances
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Reference Books

1. Swapna Pradhan; "Retailing Management Text & Cases;" Tata McGraw hill; Education Private limited, New Delhi
2. David Gilbert "Retailing Management"; Pearson Education; New Delhi.
3. Retail Management | Fifth Edition | By Pearson authored by Dr. Gibson Vedamani
4. Principles of Inventory Management: When You Are Down to Four, Order More! by R. Srinivasan
5. Inventory Management: Advanced Methods for Managing Inventory within Business Systems" by John Denton
6. Financial Management for Retailers" by C.B. Gupta

DSC 403 Logistics and Supply Chain Management

Credits: 3
Hours: 45

Subject Code: DSC 403

Sr. No.	Course Objectives
1	To Understand the fundamental principles and concepts of logistics and supply chain management as they apply to the retail industry.
2	To Analyze the design and operation of retail supply chains, including transportation, warehousing, and inventory management strategies.
3	To Evaluate the role of technology, sustainability, and ethical considerations in retail logistics and supply chain management practices.
Sr. No.	Course Outcomes
1	Learners will be able to define key terms and concepts related to logistics and supply chain management in the context of retail.
2	Learners will be able to apply theoretical knowledge to analyze and optimize the design and operation of retail supply chains.
3	Learners will be able to demonstrate critical thinking skills by evaluating the impact of technology, sustainability initiatives, and ethical considerations on retail logistics and supply chain.

Unit-I	Introduction to Supply Chain Management
	Concept of Supply Chain Management - Objectives of Retail Supply Chain – Evolution of Supply Chain Management – Issues involved in developing the Supply Chain Management – Supply Chain Integration. Integrated Supply Chain Management: Vendor Management – Value Chain - Innovations in Supply Chain Management: Collaborative Planning Forecasting and Replenishment – Cross Docking.
Unit-II	Retail Supply Chain and Transportation Logistics
	Retail supply chain network design principles: Factors influencing facility location decisions in retail (proximity to markets, transportation infrastructure, labor availability, etc.) Inventory management strategies in retail: ABC analysis, Economic Order Quantity (EOQ) Just-in-Time (JIT) inventory, Vendor-managed inventory (VMI) and Collaborative Planning, Forecasting, and Replenishment (CPFR) in retail. Modes of transportation in retail logistics: Road transport, Rail transport, Air transport Sea transport, Carrier selection criteria and management strategies Last-mile delivery challenges and solutions: Delivery route optimization, Urban logistics solutions (e.g., micro-fulfillment centers), Transportation cost management techniques and optimization strategies
Unit-III	Warehousing and Distribution in Retail
	Types and functions of warehouses in retail: Distribution centers, Fulfillment centers, Cross-docking facilities, Warehouse layout and design considerations for retail operations Warehouse operations: Receiving and put-away, Order picking and packing, Shipping and dispatch. Warehouse automation technologies: Automated storage and retrieval systems (AS/RS) Robotics and automated guided vehicles (AGVs).

Unit-IV	Technology and Green Logistics in Retail
	Role of information technology in retail logistics: Warehouse Management Systems (WMS) Transportation Management Systems (TMS), Enterprise Resource Planning (ERP) systems RFID and barcode technologies in retail logistics, Internet of Things (IoT) applications in retail logistics, Emerging technologies in retail logistics: Artificial Intelligence (AI) for demand forecasting and route optimization, Blockchain for supply chain transparency and traceability. Environmental sustainability considerations in retail logistics: Green transportation initiatives Sustainable packaging solutions, Ethical issues in supply chain management: Fair labor practices, Ethical sourcing, Responsible disposal of waste and returns, Corporate Social Responsibility (CSR) initiatives in retail logistics

Reference Books:

1. Retail Logistics: A Study on Supply Chain Management in Organized Retail Sector in India by R. Srinivasan and K. Chandrasekaran
2. Logistics and Supply Chain Management in Retail by Prakash Chandra Sahu and Sunil Sharma
3. Supply Chain Management: Text and Cases by Janat Shah, M. Rammohan, and G. Raghuram
4. Retail Management: Principles and Practices" by Swapna Pradhan

DSC 405 Enterprise Resource Planning (E R P)

Credits: 3

Subject Code: DSC 405

Hours: 45

Sr. No.	Course Objectives
1	To outline the overall Framework of an enterprise system.
2	To understand the need for an ERP solution in a retailing organisation.
3	To describe the importance and functions of computer application system.
Sr. No.	Course Outcomes
1	The learners will be able discuss the features and factors that needs to be considered for ERP systems.
2	The learners will be able to describe the features, advantages and benefits of different functional modules of ERP used by Retail organisations (Small, Medium and Large).
3	The learners will be able to carry out accounting and other administrative functions of the job role on a computer.

Unit-I	Introduction to ERP
	Overarching structure of an enterprise system, evolution and utilities of Enterprise Resource Planning (ERP), risks and benefits of an ERP system, features of fundamental technology used in enterprise resourceplanning, factors that need to be considered in –Planning and designing of ERP systems; Implementation of cross functional integrated ERP systems
Unit-II	ERP Solutions and Functional modules
	Need for an ERP solution in a Retailing Organisation, characteristics and applications of ERP software solutions that are used by Small, medium and large retail organisations, the significance of Business Process Re-engineering (BPR) in ERP solutions wrt to business processes of a Retail organisation, need for business process management (BPM), the co-relation between ERP solution and BPM of an organisation, elements of BPM lifecycle, functional modules used in various functions & departments of a retail store (Small, Medium & Large), features, advantages and benefits of different functional modules of ERP used by Retail organisations (Small, Medium and Large) , the emerging trends in ERP.
Unit-III	Computer Skills
	Software and related skills required to carry out accounting and other administrative functions of the job role on a computer, importance and functions of computer applications –MS Office, Internet applications & email applications, orientation to POS software(s) in retail, Introduction to CRM software

Reference Books

1. Enterprise Resource Planning Concepts: Understanding the Power of ERP for Today's Businesses Second Edition- Dr. Jill A O'Sullivan (Author), Gene Caiola (Author)
2. Retail Store Operations A Complete Guide - 2020 Edition - by Gerardus Blokdyk (Author)

SEC 405 Leadership Skills (Training/ OJT)

Credits: 3

Subject Code: SEC 405

Hours: 45

Sr. No.	Course Objectives
1	To Understand foundational theories and models of leadership.
2	To Develop decision-making, conflict resolving and problem-solving skills essential for effective leadership.
3	Acquire practical experience through simulated leadership scenarios and on-the-job training.
4	To comprehend ethical leadership principles and professionalism in practice.
Sr. No.	Course Outcomes
1	The learners will be able to acquire knowledge of key theories and models in leadership
2	The learners will be able to make informed decisions, resolve conflicts, and solve problems.
3	The learners will be able to gain practical skills in leadership through participation in simulated leadership scenarios and on-the-job training
4	The learners will be able to explain the principles of ethical leadership.

Unit-I	Foundations of Leadership
	Introduction to leadership theories (trait, behavioral, contingency, transformational, etc.) Understanding different leadership styles and their applications, Practical Exercise: Self-assessment of leadership style and reflection.
Unit-II	Decision-Making and Problem-Solving
	Decision-Making Models: Rational decision-making model, Bounded rationality model Intuitive decision-making, Practical Exercise: Case studies to apply different decision-making models. Problem-Solving Strategies: Define the problem and gather information, generate alternative solutions, Evaluate and select the best solution, Practical Exercise: Group problem-solving activities with real-world scenarios
Unit-III	Conflict Resolution and Negotiation
	Identifying Sources of Conflict: Task-related conflicts, Relationship conflicts, Process conflicts Practical Exercise: Role-playing scenarios to identify and analyze different types of conflicts. Conflict Resolution Techniques: Collaborative problem-solving, Compromise and negotiation Mediation and arbitration. Practical Exercise: Role-playing conflict resolution scenarios with feedback sessions
Unit IV	Ethical Leadership
	Ethical Leadership Principles: Integrity and honesty, Respect for others, Accountability and transparency, empathy Practical Exercise: Case studies and discussions on ethical dilemmas in leadership.
Unit V	Coaching and Providing Feedback
	Introduction to Coaching and Feedback: Overview of coaching and feedback, Importance of coaching and feedback in the workplace, Understanding the coaching process, Setting expectations for the course. Principles of Effective Coaching: Active listening and empathy, Asking powerful questions Providing constructive feedback, Role-playing exercises on coaching conversations Giving Feedback Effectively: Components of effective feedback, Feedback models (e.g., SBI -

	Situation-Behavior-Impact), Practice sessions on giving and receiving feedback, Tips for delivering feedback with empathy and clarity, Coaching Techniques and Strategies: Goal setting and action planning, Coaching for performance improvement, Handling resistance and difficult conversations, Role-playing scenarios on coaching challenges. Application and Action Planning: Reflecting on key learnings, identifying opportunities for applying coaching and feedback skills with peers, Creating individual action plans for ongoing development.
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Reference Books:

1. "Leadership: Theory and Practice" by Dr. R.K. Uppal and Dr. Preeti Uppal
2. Management Decision Making: Concepts, Methods and Cases" by Dr. P. K. Vijayan and Dr. S. N. Mukherjee
3. Conflict Management: A Practical Guide to Developing Negotiation Strategies
4. Ethics in Management: Concepts and Cases" by Dr. R.P. Singh
5. Indian Corporate Ethics" by Dr. R. Balasubramaniam
6. Managerial Coaching Skills: A Practical Guide" by Dr. Sangeeta Shankar and Dr. Renuka Kamath
7. Effective Feedback Skills" by Dr. S.K. Mandal
8. Feedback: Giving, Seeking and Using" by Dr. Rashmi Kathuria and Dr. Kirti Sharma

VAC 406 Introduction to Statutory and Legal framework for Retail Business Enterprises

Credits: 1
Hours: 15

Subject Code: VAC 406

Sr. No.	Course Objectives
1	To understand the foundational legal principles and regulatory requirements governing retail business enterprises.
2	To analyze and apply statutory regulations to ensure legal compliance and ethical business practices in the retail sector.
3	To evaluate risk factors and devise proactive measures to manage legal liabilities and resolve disputes effectively within a retail business context.
Sr. No.	Course Outcomes
1	Learners will demonstrate the ability to identify and adhere to legal and regulatory requirements pertinent to retail business operations.
2	Learners will apply legal principles and ethical considerations to resolve practical challenges and mitigate risks within the retail sector.
3	Learners will analyze the impact of statutory regulations on retail business strategies and develop proactive measures to ensure compliance and minimize legal liabilities.

Unit-I	Legal Foundations
	Introduction to Legal Framework- Overview of legal systems and sources of law (common law, statutes, regulations), Importance of legal compliance in retail business enterprises, Business Structures and Registrations - Different types of business structures (sole proprietorship, partnership, corporation), Registration requirements and procedures for retail businesses, Pros and cons of each business structure. Contracts and Agreements - Basics of contract law relevant to retail business transactions. Common types of contracts in retail (leases, vendor agreements, employment contracts). Key elements of a valid contract and potential pitfalls - Intellectual Property Overview of intellectual property rights (trademarks, copyrights, patents), Importance of protecting intellectual property in retail businesses, Strategies for safeguarding intellectual property rights.
Unit-II	Compliance and Regulations
	Employment Law - Employment standards, regulations, and obligations in the retail sector, Worker classifications, wages, working hours, and benefits, Discrimination and harassment laws applicable to retail businesses. Consumer Protection Laws - Overview of consumer rights and responsibilities, Regulations governing product safety, labeling, and advertising, Handling customer complaints and disputes, Health and Safety Regulations - Workplace health and safety requirements for retail establishments, OSHA (Occupational Safety and Health Administration) regulations, Creating a safe environment for employees and customers Environmental Regulations - Environmental considerations in retail operations, Waste management, recycling, and pollution control regulations, Sustainable practices and compliance with environmental laws..

Unit-III	Risk Management and Compliance
	Data Protection and Privacy - Overview of data protection laws relevant to retail businesses, Handling customer data, privacy policies, and GDPR compliance (if applicable). Taxation and Financial Regulations - Tax obligations for retail businesses (sales tax, income tax), Tax planning strategies and compliance best practices. Licensing and Permits - Types of licenses and permits required for retail operations. Application processes, renewal procedures, and compliance checks, Consequences of operating without necessary licenses or permits, Risk Management and Insurance-Identifying and mitigating risks in retail operations, Types of insurance coverage (liability insurance, property insurance), Importance of risk management strategies for business continuity, Legal Challenges and Dispute Resolution - Common legal issues faced by retail businesses (contract disputes, liability claims), Methods of dispute resolution (litigation, arbitration, mediation)

Reference Books:

1. Retail Management: Principles and Practices by Swapna Pradhan
2. Legal Aspects of Business by Akhileshwar Pathak
3. Business Laws for Retail Managers by K.R. Bulchandani
4. Legal Environment of Business in India by Tulsian

OJT 401 - Apprenticeship in Store Operations Management

Credits: 4

Subject Code: OJT 401

Hours: 660

Sr. No.	Objectives
1	To acquire skills of managing team and departmental operations of the store
Sr. No.	Apprenticeship Outcomes
1	The learners will be able to lead a team and manage operations of the department.

Sr. No.	Module
	On the Job Training Modules
1.	To help maintain health and safety
2.	To allocate and check work in your team
3.	To work effectively in a retail team
4.	To work effectively in an organisation
5.	To plan visual merchandising
6.	To establish and satisfy customer needs
7.	To monitor and manage store performance
8.	To provide leadership for your team
9.	To build and manage store team
10.	To develop individual retail service opportunities
11.	To communicate effectively with stakeholders
12.	To manage a budget

SCHEME OF INSTRUCTION FOR B. Com (Retail Operations Management)

III YEAR

SEMESTER – V

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 501	Omni Channel Retailing	4	3	3 Hrs	80 U + 20 I
DSE 502	Retail Entrepreneurship	3	3	3 Hrs	80 U + 20 I
DSC 503	Social Media Marketing and Advertising	4	3	3 Hrs	80 U + 20 I
AEC 504	Strategic Productivity Management	4	3	3 Hrs	80 U + 20 I
AEC 505	Strategic Marketing Research: Enhancing Decision-Making Ability	3	3	3 Hrs	80 U + 20 I
	Apprenticeship/ OJT – 5				
OJT-501	Apprenticeship in Store Operations Management	24	5	3 Hrs	70 AA*+ 30 SK*
		42	20		

SEMESTER – VI

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
OJT-601	Apprenticeship in Store Operations Management	48	20	3 Hrs	70 AA*+ 30 SK*
		42	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course;
VAC: Value Added Course; **SEC:** Skill Enhancement Course **T:** Theory; **P:** Practical; **L:** Lab; **I:** Internal Exam; **U:** University Exam; **PR:** Project Report; **CV:** Viva-Voce Examination

DSE 501 E-Commerce & Omni Channel Retailing

Credits: 3

Subject Code: DSE 501

Hours: 45

Sr. No.	Course Objectives
1	To develop a comprehensive understanding of E-commerce & Omni Channel Retailing, including its principles, technologies, and strategies.
2	Identify the practical skills required to utilize data analytics, customer engagement techniques, and emerging technologies.
Sr. No.	Course Outcomes
1	Learners will be able to apply effective omni channel retailing strategies to enhance customer satisfaction and loyalty across various touchpoints.
2	The Learners will be proficient in leveraging data analytics and emerging technologies to drive innovation and sustainable growth in retail businesses.

Unit-I	
	Definition of e-commerce and online retailing, models of online retailing, factors impacting online retailing, pros & cons of online retailing, future of online retailing in India and cross border trade Introduction to E-commerce & Omni Channel Retailing Understanding Omni Channel Retailing: Definition and Evolution, Importance in Modern Retail Key Concepts and Components, Consumer Behaviour in Omni Channel Retailing: Shifting Consumer Expectations, Omnichannel Shopping Journeys, Impact of Technology on Consumer Behaviour. Benefits and Challenges of Omni Channel Retailing: Advantages for Retailers and Consumers Operational Challenges and Solutions, Case Studies of Successful Omni Channel Strategies
Unit-II	Technology and Infrastructure
	Digital Platforms and Integration: E-commerce Platforms, Mobile Apps and Responsive Websites, CRM Systems and Data Integration Inventory Management Systems: Centralized vs. Decentralized Inventory, Order Fulfilment Processes, Inventory Optimization Techniques Payment and Security Systems: Secure Payment Gateways, Fraud Detection and Prevention, Compliance with Payment Regulations.
Unit-III	Marketing and Customer Engagement
	Omni Channel Marketing Strategies: Personalization Techniques, Content Marketing Across Channels, Social Media Integration Customer Relationship Management (CRM): Building Customer Profiles, Loyalty Programs and Rewards, Retargeting and Remarketing Strategies Customer Service and Support: Multi-channel Customer Service, Chatbots and AI in Customer Support, Handling Returns and Exchanges.

Unit-IV	Data Analytics and Insights
	Data Collection and Analysis: Omni Channel Data Sources, Data Analytics Tools and Techniques, Predictive Analytics for Retail Customer Insights and Segmentation: Customer Journey Mapping, Segmentation Strategies, Behavioural Analytics Performance Measurement and KPIs: Key Performance Indicators (KPIs) in Omni Channel Retailing, Dashboards and Reporting Tools, Continuous Improvement Processes.
Unit V	Future Trends and Innovations
	Introduction to Emerging Technologies in Retail: AI and Machine Learning Applications, Augmented Reality (AR) and Virtual Reality (VR) in Retail, Internet of Things (IoT) in Retail Operations Globalization and Cross-border Retailing: Cross-border E-commerce Trends, Localization Strategies, Regulatory and Legal Considerations

Reference Books

1. Omni-Channel Retailing: The Complete Guide to Effective Omnichannel Retailing" by Tim Peter and Jennifer Kubal
2. Omni-Channel Retailing: How to Build Winning Stores in a Digital World" by Chris Adkins and Holger Schmidt
3. Retail Management: A Strategic Approach" by Swapna Pradhan
4. E-tailing" by Ashok Kumar Gupta

DSE 502 Retail Entrepreneurship

Credits: 3

Subject Code: DSE 502

Hours: 45

Sr. No.	Course Objectives
1	To develop a comprehensive understanding of the retail industry in the Indian context and the key factors that contribute to entrepreneurial success within this sector.
2	To knowledge across various aspects of retail entrepreneurship, including business planning, financial management, marketing strategies, and customer relationship management, to launch and sustain a successful retail venture.
Sr. No.	Course Outcomes
1	The learner will demonstrate the ability to develop a viable retail business plan tailored to the Indian market.
2	The Learner will be able to apply effective marketing techniques and customer relationship management strategies to attract and retain customers.

Unit-I	Foundations of Entrepreneurship Development
	Entrepreneurship: Concept and Need of Entrepreneur ship Development, Definition of Entrepreneur, Importance of entrepreneurship in the economy, significance of growth of entrepreneurial activities, Key traits, and characteristics of successful entrepreneurs Differences between entrepreneurs and employees. (Case study Mr Kishore Biyani: future group; Mr. Radhakrishna Damani: DMart Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating Theory, of High Achievement by McClelland X-Efficiency Theory by Leibenstein External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economic, Personal, Role of Entrepreneurial culture in Entrepreneurship Development, Role of entrepreneurs in innovation and job creation Case Study.
Unit-II	Types & Classification of Retail Entrepreneurs
	Classification based on Business Model: Independent retailers, Franchisees, Online retail entrepreneurs, Brick-and-mortar store owners. Classification based on Product Focus: Specialty retailers, Convenience store owners, E-commerce niche entrepreneurs, multi-category retailers Classification based on Scale: Small-scale local retailers, Regional retail chains, National retail brands Women Entrepreneurs – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group (Kiran Mazumdar, Falguni Nair) Social entrepreneurship–concept, development of Social, entrepreneurship in India. Importance and Social responsibility of NGO's. (Case study Sumita Ghose: Rangasutra ;Ajaita Shah Frontier Markets)
Unit-III	Business Plan
	Identifying Business Opportunities: Market research and analysis, Identifying niche markets and target customers, SWOT analysis for retail business Legal and Regulatory Framework: Business registration and licenses in India, Understanding GST (Goods and Services Tax), Employment laws and regulations

	Business Plan Development: Components of a retail business plan, Setting goals and objectives, financial projections, and budgeting. Financial Management: Basics of accounting for retail businesses, Cash flow management, Pricing strategies and profit margins Funding Options for Retail Ventures: Bootstrapping vs. seeking external funding, Bank loans, government schemes, and other sources of financing, Pitching to investors
Unit-IV	Marketing and Operations
	Marketing Strategies for Retail: a marketing plan, Digital marketing techniques for retail, Customer segmentation and targeting Customer Relationship Management (CRM): Importance of customer satisfaction, Building customer loyalty programs, Handling customer complaints and feedback Branding and Promotions: Brand building strategies for retail businesses, Promotional campaigns and events, Public relations for retail entrepreneurs. Managing Operations: Training for staff on service excellence and selling techniques, inventory control, supplier selection, managing stock levels, benefits of technology integration, leveraging e-Commerce. Evaluating Performance and Continuous Improvement: Key performance indicators (KPIs) for retail businesses, Monitoring and evaluating business performance, Implementing changes for continuous improvement

Reference Books

1. Retail Management: Text and Cases" by Swapna Pradhan
2. NVR Naidu and T.Krishna Rao, " Management and Entrepreneurship", IK Int Pub House, New Delhi, 2014
3. S Anil Kumar, "Small Business and Entrepreneurship", IK Int Pub House, New Delhi, 2008
4. Balraj Singh, "Entrepreneurship Development", Wisdom, Delhi, 2005
5. Timmons and Spinelli, "New Venture Creation: Entrepreneurship for 21st Century", TMH, ND
6. Newman, Andrew J. and Peter Cullen Retailing Environment and Operations, Thomson Learning, India, 2010
7. C.V. Bakshi, "Entrepreneurship Development", Excel Publications

DSC 503 Social Media Marketing and Advertising

Credits: 3

Subject Code: DSE 502

Hours: 45

Sr. No.	Course Objectives
1	To understand the principles and practices of social media marketing and advertising
2	To create marketing and advertising campaigns on social media platforms
Sr. No.	Course Outcomes
1	The learners will be able to acquire proficiency in utilizing social media advertising tools and techniques to create targeted campaigns,

Unit-I	Digital Marketing Foundations& Content Marketing
	Digital Marketing Strategy - Exploring Digital Marketing - Starting with the Website - Foundations of Analytics - Search Engine Optimization - Search and Display Marketing - Social Media Marketing - Video Marketing. Email marketing tools and setup - Email marketing segmentation, personalization and mobile friendly design Content marketing foundations - Blogs for content marketing - Content marketing for staying relevant - Newsletters for content marketing - Mobile marketing foundations. Introduction to social media advertising platforms (Facebook Ads Manager, Instagram Ads, Twitter Ads, etc.) Overview of advertising formats (carousel ads, video ads, sponsored posts, etc.)
Unit-II	Social Media Strategy for Marketing and Advertising
	Social media tools and platforms for marketing, segmenting audience for each different tool and platform, considerations for selecting social media tool/ platform. types of promotional campaigns on social networking sites, reasons to use promotional campaigns on social networking sites, Definition of digital vouchers, potential uses of digital vouchers, disadvantages of digital vouchers, overcoming the barriers of using digital vouchers for acquisition and retention of customer, methods of managing a digital voucher system, measuring the effectiveness of a digital voucher campaign. factors to consider when creating social networking site adverts, importance of identifying the required outcomes from the social networking advertising campaigns, advantages of running more than one advertising campaign in parallel on the same social networking site, reasons for failure of social networking advertising campaign might fail. methods of monitoring social networking site advertising campaigns, changes that might be required for a social networking advertising campaign based on monitoring results.
Unit-III	Creating Social Media Marketing and Advertising Campaigns
	Identifying target customer base, social media guidelines, policies and procedures required to be followed with respect to- Promotional content, providing service to customer, Resolving customer complaints and privacy. policies and procedures for publishing images and any content of others, characteristics of amenable and appealing, principles of positive and professional online communications, approaches to deal negativity, complaints, and conflicts on social media. Practical Exercise on: Uploading types of files (pdf, images, videos etc), Insert formatted text, Monitoring activities and comments of prospects/ customers, using alerts and responding to alerts, Responding to comments of customers.

Reference Books

1. Social Media Marketing: Principles and Strategies" by Anmol Madan
2. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media" by Laxmi Publications
3. Social Media Marketing: Concepts and Applications" by SAGE Publications India Pvt Ltd

AEC 504 Strategic Productivity Management

Credits: 3

Subject Code: AEC 504

Hours: 45

Sr. No.	Course Objectives
1	To understand Retail Math and performance analysis methods to determine business performance of the store and suggest improvements measures.
2	To acquire work planning, time management skills including lateral thinking ability to stay productive at workplace.
Sr. No.	Course Outcomes
1	The learners will be able to apply analytical skills and recommend measures to improve store performance
2	The Learners will be able to apply time management skills and lateral thinking to stay productive at workplace.

Unit-I	Retail Math and Performance Analysis
	Definition of - GMROL / GMROF / GMROI (gross margin return on Labour / gross margin return on selling feet / gross margin on inventory), merchandise intensity & service intensity, conversion rate, average transaction & items per invoice, application of GMROL / GMROF / GMROI to improve the sales in a store, KPIs to monitor and measure store performance, methods and policies to collect KPI data, techniques used to analyse and draw conclusions from data, formats for reporting data analysis. Analytical and statistical techniques to analyse the curated data and determine the below: customer behaviour and insights, Store business performance, Trends of data, Impact of internal and external factors on business, Use the findings to prepare a SWOT report and provide recommendations for improvement.
Unit-II	Work Planning and Time Management
	Concept of Work planning, Planning & Organizing Tools & Practices, work 'Priority Matrix', concept of procrastination and reasons for the same, find out your work leisure quotient – Psychometric test, Art of Delegation, of saying professional 'No', time log sheet and its uses
Unit-IV	Lateral Thinking
	Overview of Lateral Thinking: Definition and principles of lateral thinking, Contrasting lateral thinking with vertical thinking, Importance of lateral thinking in problem-solving and creativity Applying Lateral Thinking in Problem-Solving: The role of perception in problem-solving, Identifying and reframing problem statements, Creative Idea Generation, Brainstorming techniques for generating creative ideas, encouraging divergent thinking and exploring unconventional solutions. Overcoming Mental Blocks: Identifying and challenging common assumptions Techniques for breaking free from mental models and cognitive biases Creative Problem Exploration, exploring multiple perspectives and viewpoints Leveraging analogies, metaphors, and lateral connections. Practical Applications of Lateral Thinking - Case Studies- Analysis of real-world examples where lateral thinking led to innovative solutions, Discussion on the application of lateral thinking in various fields (business, science, arts, etc.), Group activities or scenarios where participants apply lateral thinking techniques to solve complex problems. Feedback and reflection on the effectiveness of lateral thinking approaches

Reference Books

1. Retail Management: Text and Cases" by Swapna Pradhan
2. Getting Things Done: The Art of Stress-Free Productivity" by David Allen
3. Lateral Thinking: Creativity Step by Step" by Edward de Bono
4. Six Thinking Hats" by Edward de Bono

AEC 505 Strategic Marketing Research: Enhancing Decision-Making Ability

Credits: 3

Subject Code: AEC 505

Hours: 45

Sr. No.	Course Objectives
1	To enhance the decision-making ability of the learners with market research techniques and implement their own ideas for developing business.
Sr. No.	Course Outcomes
1	The learners will be able to conduct market research and implement business improvement measures at the workplace.

Unit-I	Dynamics of Marketing Research
	Introduction, Meaning of Research - Research Characteristics - Various Types of Research - Marketing Research and its Management - Nature and Scope of Marketing Research – Marketing, Research in the 21st Century (Indian Scenario) - Value and Cost of Information.
Unit-II	Planning Research
	Introduction - Research Process: An Overview - Formulation of a Problem - Research Methods, Research Design - Data Collection Methods - Sample Design - Data Collection - Analysis and Interpretation - Report Writing.
Unit-III	Data Collection: Sources And Methods
	Introduction - Meaning and Nature of Secondary Data - Advantages of Secondary Data - Drawbacks of Secondary Datatypes of Secondary Data Sources - Primary Data and its Types.
Unit – IV	Applications Of Marketing Research
	Introduction - Consumer Market Research - Business-to-Business Market Research – Product Research - Pricing Research - Motivational Research - Distribution Research – Advertising Research - Media research - Sales Analysis and Forecasting - Data Mining.
Unit – V	Recent Trends In Marketing Research
	Introduction - Marketing Information System and Research - Online Marketing Research - Recent Trends in Marketing Research - Research in Lifestyle Retail - Marketing Research and Social Marketing - Rural Marketing Research - Trends in Services Marketing Research – Brand Equity Research - International Marketing and Branding Research

Reference Books

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall
3. Naresh K. Malhotra, MARKETING RESEARCH: AN APPLIED ORIENTATION, Pearson Education, Asia
4. Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS. PHI Learning Private Limited, New Delhi, 2009
5. Donald R. Cooper & Schindler, MARKETING RESEARCH CONCEPT & CASES, Tata McGrawHill Publishing Company Limited, new Delhi, 2006
6. S.C. Gupta, MARKETING RESEARCH, Excel Books India, 2007

OJT 601 – Apprenticeship in Retail Store Operations Management

Credits: 20

Subject Code: OJT 601

Hours: 1035

Sr. No.	Objectives
1	To acquire skills of managing store operations
Sr. No.	Apprenticeship Outcomes
1	The learners will be able to manage retail operations at the store.

Sr. No.	Module
	On the Job Training Modules
1	Organize the display of products at the store
2	Plan visual merchandising
3	Establish and satisfy customer needs
4	Process the sale of products
5	Maintain the availability of goods for sale to customers
6	Allocate and check work in your team
7	Monitor and solve customer service problems
8	Communicate effectively with stakeholders
9	To monitor and manage store performance
10	To provide leadership for your team
11	To build and manage store team
12	To develop individual retail service opportunities
13	To manage a budget
14	Optimize inventory to ensure maximum availability of stocks and minimized losses
15	Implement standard operating procedures, process and policy at the store while ensuring timely and accurate reporting
16	Manage sales and service delivery to increase store profitability
17	Check and confirm adherence to visual merchandising plans
18	Manage overall safety, security and hygiene of the store
19	Implement promotions and special events at the store
20	Manage human resources at the store through manpower planning, recruitment, training and performance management
21	Conduct price benchmarking and market study of competition

SEMESTER – VI

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
OJT-601	Apprenticeship in Store Operations Management	48	20	3 Hrs	70 AA*+ 30 SK*
		48	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course;

VAC: Value Added Course; **SEC:** Skill Enhancement Course T: Theory; P: Practical; L: Lab; I: Internal Exam; U: University Exam; PR: Project Report; CV: Viva-Voce Examination

OJT 601 – Apprenticeship in Retail Store Operations Management

Credits: 20

Subject Code: OJT 601

Hours: 1080

Sr. No.	Objectives
1	To acquire skills of managing store operations
Sr. No.	Apprenticeship Outcomes
1	The learners will be able to manage retail operations at the store.

Sr. No.	Module
On the Job Training Modules	
1	Organize the display of products at the store
2	Plan visual merchandising
3	Establish and satisfy customer needs
4	Process the sale of products
5	Maintain the availability of goods for sale to customers
6	Allocate and check work in your team
7	Monitor and solve customer service problems
8	Communicate effectively with stakeholders
9	To monitor and manage store performance
10	To provide leadership for your team
11	To build and manage store team
12	To develop individual retail service opportunities
13	To manage a budget
14	Optimize inventory to ensure maximum availability of stocks and minimized losses
15	Implement standard operating procedures, process and policy at the store while ensuring timely and accurate reporting
16	Manage sales and service delivery to increase store profitability
17	Check and confirm adherence to visual merchandising plans
18	Manage overall safety, security and hygiene of the store
19	Implement promotions and special events at the store
20	Manage human resources at the store through manpower planning, recruitment, training and performance management
21	Conduct price benchmarking and market study of competition

SCHEME OF INSTRUCTION FOR B. Com (Retail Operations Management)
IV YEAR

SEMESTER – VII

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 701	Merchandise Planning and Category Management	4	4	3 Hrs	80 U + 20 I
DSE 702	Pricing Strategies and Private Labels	4	4	3 Hrs	80 U + 20 I
DSC 703	Research Methodology	4	3	3 Hrs	80 U + 20 I
VAC 704	Principles and Ethics in Research	3	2	3 Hrs	80 U + 20 I
RP 701/ OJT 701 / INT 701	Capstone Research Project OR Apprenticeship OR Internship	-	7		
		15	20		

SEMESTER – VIII

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 801	Retail Business Analytics	4	4	3 Hrs	80 U + 20 I
DSE 802	Emerging Trends in Retail	4	4	3 Hrs	80 U + 20 I
DSC 803	Business Ethics and Corporate Governance	4	3	3 Hrs	80 U + 20 I
RP 801/ OJT 801 / INT 801	Capstone Research Project Dissertation/ Apprenticeship/Internship		9		
		12	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course;
VAC: Value Added Course; **SEC:** Skill Enhancement Course **T:** Theory; **P:** Practical; **L:** Lab; **I:** Internal Exam; **U:** University Exam; **PR:** Project Report; **CV:** Viva-Voce Examination

DSE 701 Merchandise Planning and Category Management

Credits: 4

Subject Code: DSE 701

Hours: 60

Sr. No.	Course Objectives
1	To understand the principles and practices of merchandise planning and category management
Sr. No.	Course Outcomes
1	Learners will be able to plan merchandise strategy by principles, techniques of planning, sourcing and buying.
2	Learners will be able to use the principles of category management in making decisions while planning merchandise
3	The learners will be able to adopt sustainable practices in packaging and fixturing

Unit-I	Introduction to Merchandise Strategy
	Definition and purpose of merchandise strategy, grading, clustering, role of role of critical path in merchandise strategy development and execution, internal operating environmental factors and their impact on a merchandise strategy, role of Post Trade Analysis in merchandise planning demand planning and forecasting, inventory planning, planning merchandise hierarchy, range & assortment planning, planogramming, cross merchandising, key financial values, including inventory, sales and profit, merchandise financial planning: gross margin return on inventory, markups and markdowns, buying margin, shrinkage. key performance indicators (KPIs) for merchandise management, IT tools and systems in merchandise management.
Unit-II	Sourcing and Buying
	Definition of buying, functions of buying: sourcing to fulfil range & assortment, vendor/supplier management, buying methods and controls, advantages and disadvantages of buying methods, key activities of buying, pitfalls of buying function, best practices in buying.
Unit-III	Negotiating and Finalizing Suppliers
	elements of supplier evaluation criteria, legal and ethical compliance requirements related to the supply of merchandise, legal requirements that impact negotiations and agreements in the relevant industry sector including consumer protection, supply chain and logistic considerations- customers, duties, taxes, freight, third-party arrangements, processes, factory locations and access, critical path methodology and its significance in supply chain management, critical path planning including launch and promotional dates, sample due dates, supplier holidays, freight timing and order due date, negotiation techniques for effective supplier and supply.
Unit – IV	Introduction to Category Management
	Definition, benefits of category management, category management process, disadvantages of category management, key stakeholders and role players in category management, roles and responsibilities of a category manager, case studies of category management.
Unit – V	Sustainable practices
	innovative processes t to reduce packaging in products, optimizing space to ensure less fixtures are used, methods of reusing same packaging and fixtures, recycled materials available in the market, packaging from compostable material, types of reusable containers used as product packaging, recycling and waste management facilities, certifications of factories that classify them as eco-factories, types of designs of eco-friendly packaging, new packaging available which helps in optimizing space, H&S standards for packaging & fixtures. types of certifications

	that exist related to packaging.
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Reference Books:

1. Retailing Management: Principles and Practices by Gibson G. Vedamani
2. Retail Management: Principles and Practices" by Swapna Pradhan
3. Retailing Management" by Swapna Pradhan
4. "Retail Management: Functional Principles and Practices" by K.H. Rathor and Dipti Sharma:
5. "Retailing in India: A Strategic Approach to Merchandising and Buying"
6. "Retail Management: A Case Study Approach" by R. L. Varshney and A. Thukral
7. "Retail Management: A Strategic Approach" by Barry Berman and Joel R. Evans
8. Category Management in Purchasing: A Strategic Approach to Maximize Business Profitability" by Jonathan O'Brien
9. Strategic Retail Management: Text and International Cases" by Joachim Zentes, Dirk Morschett.
10. Retail Buying: From Basics to Fashion" by Richard Clodfelter:
11. Sustainable Packaging Handbook: For Packaging Design and Development" by Sarah E. Dickerson
12. Sustainable Retail Development: New Success Strategies" edited by Manfred Krafft and Murali K Mantrala.

DSE 702 Pricing Strategies and Private Labels

Credits: 4

Subject Code: DSE 702

Hours: 60

Sr. No.	Course Objectives
1	To Understand the principles, strategies and methods of pricing in retail
2	To Understand the basics of private labels and ways to leverage private labels in retail business
Sr. No.	Course Outcomes
1	Learners will be able to explain the principles, methods and strategies in retail
2	Learners will be able to apply the pricing methods and strategies.
3	Learners will be able to explain the utilities of private labels in retail business.

Unit-I	Introduction to Pricing Strategy
	Pricing – definition, importance and purpose of pricing strategy in retail, objectives and goals, impact of pricing strategies on retail profitability, Influence of pricing on consumer buying behaviour - Cost-based pricing vs. value-based pricing, Market demand and elasticity, Competition analysis and pricing positioning.
Unit-II	Pricing Methods and Strategies
	Factors influencing pricing strategy and decisions, pricing strategies, different category level pricing structures - such as volume pricing, promotional pricing, high-margin pricing, and good, better, best pricing, Pricing Methods: Markup pricing, Markdown pricing, Psychological pricing, Bundle pricing Pricing Strategies: Penetration pricing, Skimming pricing, Competitive pricing, Dynamic pricing, Store level pricing strategies, Online/ e-retail pricing strategies governance of pricing in India.
Unit-III	Pricing Execution and Tactics
	Pricing Execution in Retail: Setting initial prices, Adjusting prices over time, Promotional pricing strategies, Pricing Tactics and Techniques: Discounting strategies, Price bundling tactics, Price discrimination techniques, Loss leader pricing,
Unit – IV	Private Label
	Definition and evolution of private labels in retail, role of private labels, global scenario, Indian scenario, private labels in different categories and store formats, factors leading to development of private labels, promotion of private labels, future prospects for private labels, private label Strategy and growth: Case studies

Reference Books:

1. Retailing Management: Principles and Practices by Gibson G. Vedamani
2. Retail Management: Principles and Practices" by Swapna Pradhan
3. Retail Management: Text and Cases" by Swapna Pradhan
4. Retail Management: Functional Principles and Practices" by K.H. Rathor and Dipti Sharma
5. Pricing Strategies: A Marketing Approach" by Rajagopal

DSC 703 Research Methodology

Credits: 3

Subject Code: DSC 703

Hours: 45

Sr. No.	Course Objectives
1	To develop the ability to design and conduct research studies
2	To cultivate critical thinking and analytical skills necessary for evaluating and interpreting research findings
Sr. No.	Course Outcomes
1	Learners will be able to design and execute research projects addressing specific issues or challenges.
2	Learners will be able to analyze and interpret research findings effectively, applying appropriate quantitative and qualitative data analysis techniques..

Unit-I	Introduction to Research Methodology
	Definition and scope of research, Importance and significance of research, Types of research: Exploratory, Descriptive, and Experimental, Basic research process: Problem definition, Objectives, Hypothesis formulation, Research design: Exploratory, Descriptive, Experimental Sampling techniques in research
Unit-II	Data Collection Methods
	Primary data collection methods: Surveys, Interviews, Observations, Experiments, Advantages and disadvantages of each method, Secondary data collection methods: Literature review, Market research reports, Government publications, Data sources and accessibility in retail research, Questionnaire design: Types of questions, Structure, Validity, Reliability Interviewing techniques in retail research.
Unit-III	Data Analysis Techniques
	Quantitative data analysis techniques: Descriptive statistics, Inferential statistics, Use of statistical software (e.g., SPSS) in retail research, Qualitative data analysis techniques: Content analysis, Thematic analysis, Narrative analysis, Interpretation and presentation of qualitative data in retail research, Integration of quantitative and qualitative data in retail research Mixed-methods research designs in retail management studies.
Unit – IV	Writing in Research
	Writing a research proposal: Structure, Components, Formatting, Literature review in retail research: Identifying gaps, Synthesizing findings, Academic writing in retail research: Clarity, Conciseness, Coherence Citation styles and referencing formats.
Unit – IV	Application of Research in Retail
	Retail market analysis: Consumer behavior studies, Market segmentation, Targeting, Positioning. Merchandising research: Assortment planning, Pricing strategies, Product placement studies Store layout and design research: Traffic flow analysis, Visual merchandising studies, Fixture placement research

Reference Books:

1. Research Methodology: A Step-by-Step Guide for Beginners" by Ranjit Kumar
2. Research Methods for Business: A Skill-Building Approach" by Uma Sekaran and Roger Bougie.

VAC 704 Principles and Ethics in Research

Credits: 2

Subject Code: VAC 704

Hours: 30

Sr. No.	Course Objectives
1	To understand the fundamental principles of research ethics.
2	To develop critical thinking skills to evaluate ethical considerations and make ethical decisions in research practice.
Sr. No.	Course Outcomes
1	Learners will be able to identify and analyze ethical issues in research.
2	Learners will be able to apply ethical principles to research design, data collection, analysis, and reporting in research.

Unit-I	Introduction to Research Ethics
	Definition and importance of research ethics, Historical perspective on research ethics, Ethical principles in research: Respect for persons, Beneficence, Justice, Ethical guidelines and regulations governing research conduct, Ethical considerations in research design and implementation, Case studies and examples illustrating ethical dilemmas in research.
Unit-II	Ethical Issues in Data Collection and Analysis
	Informed consent: Definition, Importance, Components, Obtaining informed consent in research studies, Confidentiality and anonymity: Ensuring privacy and data protection Handling sensitive data and maintaining confidentiality in research, Integrity in data collection and analysis: Avoiding fabrication, falsification, and plagiarism, Responsible conduct of research and academic integrity.
Unit-III	Ethical Issues in Reporting and Publication
	Authorship and publication ethics: Criteria for authorship, Avoiding conflicts of interest, Responsible authorship practices and ethical considerations in publishing research findings, Peer review process: Importance, Principles, Ethical considerations, Ethical responsibilities of reviewers and editors in the publication process, Ethical issues in reporting research findings: Transparency, Accuracy, Fair representation, Strategies for addressing ethical challenges in reporting and disseminating research results.

Reference Books:

1. Ethics in Research" by Alan Pritchard and Jane Pritchard
2. Research Ethics: A Philosophical Guide to the Responsible Conduct of Research" by Gary K. Byrd and Mark A. Israel
3. Research Ethics: Cases and Materials" by Robin Levin Penslar
4. Doing Ethics in Social Research: A Practical Guide" by Mark Israel and Iain Hay:
5. Research Methodology: A Step-by-Step Guide for Beginners" by Ranjit Kumar
6. Research Methods for Business: A Skill-Building Approach" by Uma Sekaran and Roger Bougie.

CRP/OJT 705 Capstone Research Project / Apprenticeship/ Internship

Credits: 7

Subject Code: CRP/ OJT 705

Hours: 210

Sr. No.	Course Objectives
1	To provide students with an opportunity to showcase their academic and intellectual abilities, as well as their readiness for professional practice or further study in their chosen field
Sr. No.	Course Outcomes for Capstone Research Project
1	Learners will demonstrate the ability to independently conduct rigorous research, critically analyze complex issues within their field of study, and develop evidence-based solutions or recommendations.
	Course Outcomes for Apprenticeship
1	Upon completion of the apprenticeship training, apprentices will demonstrate proficiency in the practical skills, techniques, and procedures relevant to their chosen trade or profession

	A capstone research project is a comprehensive academic endeavour that serves as the culmination of a student's academic program, often undertaken in the final semester or year of study. It combines elements of research, analysis, and practical application to address a specific problem, question, or topic within the student's field of study. Here are the key characteristics and components of a capstone research project: 1. Research Focus: Like other research projects, a capstone project requires students to investigate a particular topic or issue in depth. This may involve conducting literature reviews, collecting and analysing data, and synthesizing information from multiple sources. 2. Integration of Learning: A capstone project aims to integrate and apply the knowledge, skills, and concepts that students have acquired throughout their academic program. It provides an opportunity for students to demonstrate their mastery of the subject matter and their ability to apply theoretical concepts to real-world situations. 3. Real-World Relevance: Capstone projects often address real-world problems or challenges relevant to the student's field of study or intended career path. By tackling practical issues, students can gain valuable insights and skills that are directly applicable to their future endeavours. 4. Interdisciplinary Approach: Depending on the nature of the project and the program requirements, capstone projects may draw upon multiple disciplines or areas of study. This interdisciplinary approach allows students to explore complex issues from different perspectives and develop holistic solutions. 5. Project Design and Implementation: Students are responsible for designing and executing their capstone projects under the guidance of faculty advisors or mentors. This may involve formulating research questions, developing methodologies, and implementing research plans. 6. Presentation and Communication: Capstone projects typically culminate in a final presentation or report, where students present their findings, analysis, and recommendations to faculty members, peers, and/or industry professionals. Effective communication skills are essential for conveying the significance and implications of the project.
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	7. Evaluation and Assessment: Capstone projects are evaluated based on a set of predetermined criteria, which may include the depth of research, the quality of analysis, the clarity of presentation, and the originality of the findings. Evaluation methods may vary depending on the specific requirements of the program or institution.
OR	
Apprenticeship / Internship	
	• Apprenticeship in store operations management • Apprenticeship in merchandise management

SEMESTER – VIII

Course Code	Course Title	HPW	Credits	Duration of Examination	Maximum Marks
DSE 801	Retail Business Analytics	4	4	3 Hrs	80 U + 20 I
DSE 802	Emerging Trends in Retail	4	4	3 Hrs	80 U + 20 I
DSC 803	Business Ethics and Corporate Governance	4	3	3 Hrs	80 U + 20 I
RP 801/ OJT 801 / INT 801	Capstone Research Project Dissertation/ Apprenticeship/Internship		9		
		12	20		

AA* Apprenticeship Assessment conduct by Industry and RASCI

SK* Skill Test conducted by college.

DSC: Discipline Specific Course; **DSE:** Discipline Specific Elective; **AEC:** Ability Enhancement Course;

VAC: Value Added Course; **SEC:** Skill Enhancement Course **T:** Theory; **P:** Practical; **L:** Lab; **I:** Internal Exam; **U:** University Exam; **PR:** Project Report; **CV:** Viva-Voce Examination

DSE 801 Retail Business Analytics

Credits: 4

Subject Code: DSE 801

Hours: 60

Sr. No.	Course Objectives
1	To apply advanced data analysis techniques to extract actionable insights from retail datasets.
2	To design and develop interactive dashboards and reports to visualize retail performance metrics effectively.
Sr. No.	Course Outcomes
1	Learners will be able to conduct exploratory data analysis and customer segmentation to optimize marketing strategies and improve customer satisfaction.
2	Learners will be able to utilize predictive analytics models to forecast sales trends, optimize inventory management, and drive strategic decision-making in retail operations.

Unit-I	Introduction to Retail Business Analysis
	Understanding the Retail Industry - Overview of the retail sector: types of retailers, market trends, and challenges. Role of business analysis in retail: driving decision-making, optimizing operations, and enhancing customer experience. Fundamentals of Retail Data Analysis - Introduction to retail data sources: POS systems, CRM platforms, e-commerce platforms, etc. Data collection methods and best practices in retail-Basics of data management: data cleaning, transformation, and integration. Introduction to Business Intelligence in Retail- Overview of business intelligence (BI) and its applications in retail. Key concepts: data warehousing, data visualization, and predictive analytics. Introduction to BI tools and technologies for retail analysis.
Unit-II	Retail Data Analysis Techniques
	Exploratory Data Analysis (EDA) : Exploring retail datasets using descriptive statistics and data visualization techniques, Identifying patterns, trends, and outliers in retail data. Customer Segmentation and Profiling: Understanding customer segmentation concepts: demographics, behaviour, and purchasing patterns. Techniques for segmenting retail customers: RFM analysis, clustering algorithms. Creating customer profiles and personas for targeted marketing strategies. Sales Forecasting and Demand Planning: Introduction to sales forecasting methods: time series analysis, regression analysis, and machine learning algorithms. Forecasting demand for retail products using historical sales data and market trends. Developing demand plans and inventory forecasts to optimize supply chain operations.
Unit-III	Data Visualization and Reporting
	Principles of Data Visualization: Fundamentals of data visualization: visual perception, design principles, and storytelling with data. Selecting appropriate chart types and visualization techniques for retail data analysis. Designing effective dashboards and reports for retail stakeholders. Creating Interactive Dashboards: Hands-on experience with BI tools: Microsoft Power BI, Tableau, or similar. Building interactive dashboards to monitor retail KPIs, sales performance, and customer metrics. Customizing dashboards with filters, slicers, and drill-down capabilities. Data-Driven Decision Making: Using data visualization to communicate insights and recommendations to retail decision-makers. Incorporating feedback and iteration to improve the effectiveness of dashboards and reports. Presenting analysis findings to stakeholders in a

	clear and compelling manner.
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Unit – IV	Advanced Retail Analytics
	Predictive Analytics in Retail: Introduction to predictive modelling: regression analysis, time series forecasting, and machine learning algorithms. Predicting sales, demand, and customer behaviour in retail using predictive analytics techniques. Applications of predictive analytics in inventory management, pricing optimization, and marketing campaigns. Market Basket Analysis and Cross-Selling Strategies: Understanding market basket analysis: association rules, support, confidence, and lift. Identifying product affinities and cross-selling opportunities in retail transactions. Designing targeted cross-selling strategies to increase revenue and customer engagement. Real-Time Analytics and Decision-Making: Introduction to real-time analytics: streaming data processing, event-driven architectures. Implementing real-time BI solutions for retail: detecting trends, monitoring inventory levels, and responding to customer behaviour in real-time. Case studies and examples of real-time decision-making in retail operations.

Reference Books:

1. Retail Analytics: The Secret Weapon by Emmett Cox
2. Predictive Analytics for Retail" by Scott Nestler
3. Retailing Management by Michael Levy and Barton Weitz
4. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett
5. Business Intelligence Guidebook: From Data Integration to Analytics" by Rick Sherman

DSE 802 Emerging Technologies and Future Trends in Retail

Credits: 4

Subject Code: DSE 802

Hours: 60

Sr. No.	Course Objectives
1	To understand the applications of artificial intelligence and big data analytics in retail decision-making.
2	To explore the potential of emerging technologies such as augmented reality and blockchain to enhance customer experiences in retail environment.
Sr. No.	Course Outcomes
1	Learners will be able to analyze retail data using AI-driven analytics techniques to make informed business decisions.
2	Learners will be able evaluate and provide recommendations for implementing emerging technologies to create innovative and personalized retail experiences for customers.

Unit-I	Introduction to AI and Big Data in Retail
	Overview of artificial intelligence (AI), applications of AI in retail, big data in retail decision-making., AI-driven analytics for customer segmentation and profiling, Introduction to machine learning algorithms in retail analytics, Case studies on successful AI and big data implementations in retail.
Unit-II	Emerging Technologies and Future Trends
	Augmented Reality (AR) and Virtual Reality (VR) in Retail: Overview of AR and VR technologies and their applications in retail. Enhancing customer experiences with AR and VR in-store and online, AR/VR-enabled product visualization and virtual try-on, Case studies on successful AR/VR implementations in retail. Internet of Things (IoT) and Blockchain in Retail: Introduction to the Internet of Things (IoT) and its relevance to retail. IoT applications in inventory management, supply chain optimization, and smart stores. Blockchain technology and its potential for supply chain transparency and authenticity verification. Case studies on IoT and blockchain implementations in retail.
Unit-III	Robotics and Automation in Retail Operations
	Overview of robotics and automation technologies in retail, Robotic process automation (RPA) for repetitive tasks in retail operations, Autonomous robots for inventory management, floor cleaning, and customer service, Ethical considerations and societal impacts of robotics and automation in retail, Future trends in robotics and automation in the retail industry.

Reference Books:

1. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking by Foster Provost and Tom Fawcett
2. Artificial Intelligence: A Modern Approach by Stuart Russell and Peter Norvig
3. Augmented Reality: Principles and Practice by Dieter Schmalstieg and Tobias Hollerer
4. Internet of Things (IoT): Principles and Paradigms by Rajkumar Buyya, Amir Vahid Dastjerdi, and Mehdi S. M. Salehi

DSC 803 Business Ethics and Corporate Governance

Credits: 3

Subject Code: DSC 803

Hours: 45

Sr. No.	Course Objectives
1	To Understand the ethical dilemmas and challenges faced by businesses in the Indian context.
2	To Analyze and apply principles of corporate governance to promote ethical decision-making and sustainable business practices.
Sr. No.	Course Outcomes
1	Learners will be able to identify and assess ethical issues in various business scenarios, proposing ethical solutions and strategies.
2	Learners will be able to evaluate the effectiveness of corporate governance mechanisms in ensuring transparency, accountability, and stakeholder value creation in organizations.

Unit-I	Foundations of Business Ethics and Corporate Governance
	Introduction to Business Ethics, Ethical Theories and Decision-Making Models, meaning and definition of Corporate Governance, purpose and need for Corporate Governance, Evolution and history of Corporate Governance, Principles and Mechanisms, Benefits and Limitations of Corporate Governance Corporate Governance, Role of Government and Regulatory Bodies
Unit-II	Ethical Issues in Business
	Corporate Social Responsibility (CSR), Ethical Issues in Marketing, Finance, HR, and other Business Functions, Environmental Ethics, Ethical Leadership and Culture, Codes of Conduct and Ethics Policies, Whistleblowing and Compliance Mechanisms, Board Structures and Executive Compensation, Corporate Governance Reporting and Transparency
Unit-III	Emerging Trends and Case Studies
	Globalization and Ethical Challenges, Technology, Diversity, and Inclusion, Ethics in Specific Industries (Service & Manufacturing Sector etc.), Ethics in Entrepreneurship and International Business. Application and Case Studies: Case Studies on Ethical Decision Making, Ethical Leadership in Practice, Learning from Corporate Governance Failures and Successes
Unit - IV	Accountability In Corporate Governance
	Definition – Importance - Accounts and Financial Reporting - Stakeholders Influence - Social Responsibility and Accountability - Reflection of Stakeholder's Accountability in Legislation, Guidance on Stakeholders and Shareholders Interest. Role of Top Management in Corporate Governance. Role of Auditors in Corporate. Role of Shareholders & Other Stakeholders in Corporate Governance.

Reference Books:

1. Corporate Governance: A Primer by Kavil Ramachandran and N. Balasubramanian
2. Business Ethics and Corporate Governance by N. Balasubramanian
3. Corporate Governance: Principles, Policies and Practices" by A. C. Fernando
4. Business Ethics: Concepts and Cases by C.S.V. Murthy
5. Ethical Issues in Business: A Philosophical Approach" by Ritu Sharma

6. Ethics in Business and Management Concepts (Western and Indian) & Cases (National & International), R. P. Banerjee, Himalaya Publishing House.
7. Corporate Governance (with Case Studies), Dayanand Achrekar, Surendra Publications,

CRP/OJT 804 Capstone Research Project Dissertation/ Apprenticeship/ Internship

Credits: 9

Subject Code: CRP/ OJT 804

Hours: 270

Sr. No.	Course Objectives
1	To provide students with an opportunity to showcase their academic and intellectual abilities, as well as their readiness for professional practice or further study in their chosen field
Sr. No.	Course Outcomes for Capstone Research Project
1	Learners will demonstrate the ability to independently conduct rigorous research, critically analyze complex issues within their field of study, and develop evidence-based solutions or recommendations.
	Course Outcomes for Apprenticeship
1	Upon completion of the apprenticeship training, apprentices will demonstrate proficiency in the practical skills, techniques, and procedures relevant to their chosen trade or profession

	A capstone research project is a comprehensive academic endeavour that serves as the culmination of a student's academic program, often undertaken in the final semester or year of study. It combines elements of research, analysis, and practical application to address a specific problem, question, or topic within the student's field of study. Here are the key characteristics and components of a capstone research project: 8. Research Focus: Like other research projects, a capstone project requires students to investigate a particular topic or issue in depth. This may involve conducting literature reviews, collecting and analysing data, and synthesizing information from multiple sources. 9. Integration of Learning: A capstone project aims to integrate and apply the knowledge, skills, and concepts that students have acquired throughout their academic program. It provides an opportunity for students to demonstrate their mastery of the subject matter and their ability to apply theoretical concepts to real-world situations. 10. Real-World Relevance: Capstone projects often address real-world problems or challenges relevant to the student's field of study or intended career path. By tackling practical issues, students can gain valuable insights and skills that are directly applicable to their future endeavours. 11. Interdisciplinary Approach: Depending on the nature of the project and the program requirements, capstone projects may draw upon multiple disciplines or areas of study. This interdisciplinary approach allows students to explore complex issues from different perspectives and develop holistic solutions. 12. Project Design and Implementation: Students are responsible for designing and executing their capstone projects under the guidance of faculty advisors or mentors. This may involve formulating research questions, developing methodologies, and implementing research plans. 13. Presentation and Communication: Capstone projects typically culminate in a final presentation or report, where students present their findings, analysis, and recommendations to faculty members, peers, and/or industry professionals. Effective

	communication skills are essential for conveying the significance and implications of the project. 14. Evaluation and Assessment: Capstone projects are evaluated based on a set of predetermined criteria, which may include the depth of research, the quality of analysis, the clarity of presentation, and the originality of the findings. Evaluation methods may vary depending on the specific requirements of the program or institution.
OR	
	Apprenticeship / Internship
	• Apprenticeship in store operations management • Apprenticeship in merchandise management

MODEL QUESTION PAPER FOR B.Com (Retail Operations Management)

Time:3Hours

(Max Marks–80)

SECTION–A

Answer any five questions

(5X4=20Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

SECTION – B

II. Answer the following questions

(4X15=60)

9. a)
OR
b)
10. a)
OR
b)
11. a)
OR
b)
12. a)
OR
b)