



BENGALURU CITY UNIVERSITY

CHOICE BASED CREDIT SYSTEM

**(Semester Scheme with Multiple Entry and Exit Options for
Under Graduate Course- as per NEP 2020)**

**Syllabus for Revised B.Voc.
(Retail Management)**

(I to VIII Semesters)

2022-23

INTRODUCTION

The curriculum framework for B.Voc-Retail Management degree is structured to offer a broad outline that helps in understanding the creative potential of new career growth opportunities based on changing industrial and societal needs. The course is upgraded keeping in mind the aspirations of students, changing nature of the subject as well as the learning environment. The core concepts within subject have been updated to incorporate the recent advancements, techniques to upgrade the skills of learners to create a focus on various functional areas of business. Problem Based learning has been integrated into the curriculum for a better understanding of various concepts in business and commerce. The syllabus under NEP-2020 is expected to enhance the level of understanding among students and maintain the high standards of graduate program offered in the country. Effort has been made to integrate the use of recent technology and MOOCs to assist teaching-learning process among students. The major objective of the graduate program is to elevate the subject knowledge among students, and making them as critical thinkers thereby students can address the issues related to industry and other business sectors. In a nutshell, the course serves as plethora of opportunities in different fields' right from Retail Management, accounting, marketing and human resource management.

AIMS AND OBJECTIVES OF UG PROGRAMS IN B.VOC - RETAIL MANAGEMENT

- ✚ To provide knowledge regarding the basic concepts, principles and functions of management.
- ✚ To develop business and entrepreneurial skills among the students.
- ✚ To provide knowledge and requisite skills in different areas of management like Retail, human resource, finance, operations and marketing to give a holistic understanding of a business system.
- ✚ To equip the students with knowledge related to qualitative and quantitative techniques for critical thinking and problem solving.
- ✚ To provide practical industrial exposure to the students to gain managerial competencies and business acumen while attaining a holistic understanding of a business/industry.
- ✚ To inculcate global view of the industrial and organizational establishments and their functions for taking viable decisions in international business setting.

PROGRAM OUTCOME

- ✚ **PO1:** Graduates will have adequate Knowledge and Skills so they are work ready at each exit point of the programme.
- ✚ **PO2:** Graduates will be able to work in retail industry and contribute to economic development of the country.
- ✚ **PO3:** Graduates will be successful in pursuing higher studies in their respective domain.
- ✚ **PO4:** Graduates will have adequate entrepreneurial skills to start their own enterprise.
- ✚ **PO5:** Graduates will pursue career path in teaching or research.

DEPARTMENT OF COMMERCE

1. TITLE AND COMMENCEMENT

- a. These regulations shall be called “The Regulations Governing the Choice Based Credit System Semester Scheme with Multiple Entry and Exit Options in the Undergraduate, and Postgraduate Degree Programmes in the Faculty of Business Management Program.
- b. Regulations shall come into force from the Academic Year 2021-22.

2. SALIENT FEATURES OF THE FOUR YEARS MULTIDISCIPLINARY UNDERGRADUATE PROGRAMME WITH MULTIPLE ENTRY AND EXIT OPTIONS

- a. The program shall be structured in a semester mode with multiple exit options with Certification, Diploma and Basic Bachelor Degree at the completion of first, second and third years, respectively. The candidate who completes the four years Undergraduate Program, either in one stretch or through multiple exits and re-entries would get a Bachelor's degree with Honours.
- b. The four year undergraduate Honours degree holders with research component and a suitable grade are eligible to enter the 'Doctoral (Ph.D.) Program in a relevant discipline or to enter 'Two Semester Master's Degree programme with project work.
- c. Candidates who wish to enter the Masters/Doctoral programme in a discipline other than the major discipline studied at the undergraduate programmes; have to take additional courses in the new discipline to meet the requirement or to make up the gap between the requirement and the courses already studied.

- d. There may be parallel five year integrated Master's degree programmes with exit options at the completion of third and fourth years, with the undergraduate basic degree and post-graduate diploma in a discipline, respectively.
- e. There may also be an integrated doctoral programme with exit option at the end of the first year with the Master's degree.
- f. The students who exit with Certification, Diploma and Basic Bachelor Degree shall be eligible to re-enter the programme at the exit level to complete the programme or to complete the next level.
- g. The Multidisciplinary Undergraduate Programme may help in the improvement of all the educational outcomes, with a flexible and imaginative curricular approach. The program provides for both breadth and depth in diverse areas of knowledge. A range of courses are offered with rigorous exposure to multiple disciplines and areas, while specializing in one or two areas. The programme fulfils knowledge, vocational, professional and skill requirements along-side humanities and arts, social, physical and life sciences, mathematics, sports etc.
- h. The curriculum combines conceptual knowledge with practical engagement and understanding that has relevant real world application through practical laboratory work, field work, internships, workshops and research projects.
- i. A few courses are common to all students which contribute to the breadth of study and two areas of specialization in disciplinary areas provides for depth of study.
- j. The areas of specialization which the students are required to choose are either two disciplines/ subjects or a discipline called 'major' (e.g. History or Economics or Physics or Mathematics) and an area of additional discipline called 'minor' (e.g. Music or Sports or Geography). Students gain deep disciplinary knowledge through theory and practical experiences in their area of specialization (major). They gain a reasonable understanding of the area of additional study (minor) that they choose. Students can choose subject combinations across 'streams' (e.g. a student can choose a 'major' in physics and combine it with a 'minor' in history or Music or Sports). One of the disciplines can also be a vocational subject or Teacher Education.
- k. The students may study two disciplines at the same level or breadth up to the sixth semester and choose one of them for study in the fourth year to obtain the Honours degree in that discipline. A student who wishes to get dual honours degrees may repeat the fourth year of the program in the second discipline.
- l. The students may choose one discipline and vocational subject or Teacher Education for their study in the undergraduate program. This will enable them to get an Honours degree either in the discipline or in the vocational subject/ Teacher Education or both, in the discipline and in the vocational subject/ Teacher Education.

- m. Skills shall be explicitly integrated, highly visible, taught in context, and have explicit assessment. The skills shall include abilities in language and communication, working in diverse teams, critical thinking, problem solving, data analysis and life skills.
- n. Students shall be given options to choose courses from a basket of courses which the institution is offering. There shall be no rigidity of combination of subjects.

The Four-Year Choice Based Credit System Semester Scheme makes the product of a University at par with the global practices in terms of academic standards and evaluation strategies. In the emerging scenario of Internationalization of Indian Higher Education, it is imperative that the Universities in India should follow this system so that the mobility of their products both within and across the geographical jurisdiction becomes possible.

The Salient Features of the Credit Based Semester Scheme

Each course shall carry certain number of credits. Credits normally represent the weightage of a course and are a function of teaching, learning and evaluation strategies such as the number of contact hours, the course content, teaching methodology, learning expectations, maximum marks etc. In the proposed programs, generally one hour of instructions per week in a semester is assigned one credit. In terms of evaluation, one credit is generally equivalent to 25 marks in a semester. Thus a 3 or 4 credits course will be assessed for 100 marks, 2 credits courses are assessed for 50 marks and one credit course will be assessed for 25 marks. What matters for the calculation of Semester Grade Point Average (SGPA) or the Cumulative Grade Point Average (CGPA) is the percentage of marks secured in a course and the credits assigned to that course.

On this basis, generally, a three-year six-semester undergraduate program will have around 140 credits, and a four-year eight-semester honours degree program will have around 180 credits and a five-year ten-semester master's degree programme will have 220 credits.

The general features of the Credit Based Semester Scheme are,

- a) The relative importance of subjects of study is quantified in terms of credits.
- b) The subjects of study include core, elective, ability/skill enhancement courses
- c) The programme permits horizontal mobility in course selections.
- d) The students shall take part in co-curricular and extension activities.
- e) The declaration of result is based on Semester Grade Point Average (SGPA) or Cumulative Grade Point Average (CGPA) earned.

3. PROGRAMME: · Bachelor of Vocation - Retail Management (Honours.) and Master of Vocation (M.VOC).

4. DURATION OF PROGRAMMES, CREDITS REQUIREMENTS AND OPTIONS:

The undergraduate degree should be of either a three- or four-year duration, with multiple entry and exit options within this period, The four year multidisciplinary Bachelor's programme is the preferred option as it allows the opportunity to experience the full range of holistic and multidisciplinary education with a focus on major and minor subjects as per the student's preference. The four-year programme may also lead to a degree with Research, if the student completes a rigorous research project in the major area(s) of study. Thus the undergraduate programmes shall extend over four academic years (Eight Semesters) with multiple entry and exit options. The students can exit after the completion of one academic year (Two semesters) with the Certificate in a discipline or a field; Diploma after the study of two academic years (Four Semesters) and Regular Bachelor Degree after the completion of three academic years (Six Semesters).The successful completion of Four Years undergraduate Programme would lead to Bachelor Degrees with Honours in a discipline/subject. Each semester shall consist of at least 16 weeks of study with a minimum of 90 working days (excluding the time spent for the conduct of final examination of each semester).

THE CREDIT REQUIREMENTS ARE AS FOLLOWS

EXIT WITH	Min. Credits Requirement *	NSQF Level
Certificate at the Successful Completion of First Year (Two Semesters) of Four Years Multidisciplinary UG Degree Programme	48	5
A Diploma at the Successful Completion of the Second Year (Four Semesters) of Four Years Multidisciplinary UG Degree Programme	96	6
Basic Bachelor Degree at the Successful Completion of the Third Year (Six Semesters) of Four Years Multidisciplinary Undergraduate Degree Programme	140	7
Bachelor Degree with Honours in a Discipline at the Successful Completion of the Four Years (Eight Semesters) Multidisciplinary Undergraduate Degree Programme	180	8

*Details of credits are described later in this report.

The students shall be required to earn at least fifty per cent of the credits from the Higher Education Institution (HEI) awarding the degree or diploma or certificate. Provided further that, the student shall be required to earn the required number of credits in the core subject area necessary for the award of the degree or Diploma or Certificate, as specified by the degree awarding HEI, in which the student is enrolled.

5. National Skills Qualifications Framework

The progressive curriculum proposed shall position knowledge and skills required on the continuum of novice problem solvers (at entry level of the program) to expert problem solvers (by the time of graduation):

At the end of first year	Ability to solve well defined problem
At the end of second year	Ability to solve broadly defined problems
At the end of third year	Ability to solve complex problems that are illstructured requiring multi-disciplinary skills to solve them
During fourth year	Experience of workplace problem solving in the form of Internship or Research Experience preparing for Higher Education or Entrepreneurship Experience At the end of first year At the end of second year At the end of third year During fourth year

The Integrated Master's Degree Programmes shall extend over five academic years (Ten Semesters) with exit options with Regular Bachelor Degree after successful completion of three academic years (Six Semesters) of study and Bachelor Degree with Honours in a discipline/ subject at the end of four academic years (Eight Semesters). Completion of five years of integrated Master's Degree Programme would lead to Master's degree in a subject.

Credit Requirements: The candidates shall complete courses equivalent to a minimum of

- 140 credits to become eligible for the Regular Bachelor Degree,
- 180 credits to become eligible for the Bachelor Degree with Honours
- 220 credits to become eligible for the Integrated Master's Degree.
- **Master's Degree Programmes will be of One Academic Year (Two Semesters) for the Four Years Honours Degree holders and**
- **Master's Degree Programmes will be of Two Academic Years (Four Semesters) for the three years basic or three years Honours Degree holders.**
- **Two Years Master's Degree Programmes will have exit option at the end of One Academic Year (Two Semesters) with the Post-graduate Diplomas in the respective disciplines/ subjects, provided they earn a minimum of 44 credits as follows:.**
 - 44 Credits after the Bachelor Degree to become eligible for the PG Diploma
 - 88 Credits after the Bachelor Degree to become eligible for the Master's Degree

It is optional to the candidate to exit or not, after two, four and six semesters of the undergraduate programme with Certificate, Diploma and with Regular Bachelor Degree, respectively. He/she will be eligible to re-join the programme at the exit level to complete either the diploma, degree or the honours degree. Further, all the candidates will be awarded Bachelor degrees on successful completion of three academic years (Six Semesters) of the undergraduate programmes.

A student will be allowed to enter/re-enter only at the Odd Semester and can only exit after the Even Semester. Re-entry at various levels as lateral entrants in academic programmes should be based on the earned credits and proficiency test records.

6. ACADEMIC BANK OF CREDITS (ABC)

The Academic Bank of Credits (ABC), a national-level facility will promote the flexibility of the curriculum framework and interdisciplinary/multidisciplinary academic mobility of students across the Higher Education Institutions (HEIs) in the country with appropriate “credit transfer” mechanism. It is a mechanism to facilitate the students to choose their own learning path to attain a Degree/Diploma/Certificate, working on the principle of multiple entry and exit as well as anytime, anywhere, and any level of learning. ABC will enable the integration of multiple disciplines of higher learning leading to the desired learning outcomes including increased creativity, innovation, higher order thinking skills and critical analysis. ABC will provide significant autonomy to the students by providing an extensive choice of courses for a programme of study, flexibility in curriculum, novel and engaging course options across a number of higher education disciplines/ institutions.

7. ELIGIBILITY FOR ADMISSIONS:

A candidate who has passed two years Pre-University Examination conducted by the Pre-University Education Board in the State of Karnataka or any other examination considered as equivalent thereto shall be eligible for admission to these programmes.

8. ELIGIBILITY FOR ADMISSION TO POST-GRADUATE PROGRAMMES:

a) GENERAL: Candidates who have passed the three year Bachelor's degree examination of the University or any other University considered as equivalent thereto, with the respective subject as optional / major / special / main subject, are eligible for admission to the two years Master's Degree programmes provided they have secured a minimum of CGPA of 4.0 or 40% marks in the aggregate of all the subjects and CGPA of 5 or 50% marks (CGPA of 4.5 or 45% marks for

SC/ST/Category I/Differently abled candidates/) marks in the major/cognate subject.

b) Candidates who have passed the four year Bachelor's honours degree examination of the University or any other University considered as equivalent thereto, with the respective subject as optional / major / special / main subject, are eligible for admission to the one year Master's Degree programmes provided they have secured a minimum CGPA of 5 or 50% marks (CGPA of 4.5 or 45% marks for SC/ST/Category I/Differently abled candidates/) marks in the subject.

The specific requirements and relaxations admissible for specific Master's Degree Programmes shall be as prescribed by the respective Boards of Studies, approved by the Academic Council and notified by the University.

9. MEDIUM OF INSTRUCTION:

The medium of instruction and examination shall be English or Kannada.

10. SUBJECTS OF STUDY

The Components of Curriculum for Four Years Multidisciplinary Undergraduate Programme: The Category of Courses and their Descriptions are given in the following Table and in

SL.NO	CATEGORY OF COURSES	OBJECTIVE/OUTCOME
1	Languages	Languages provide the medium of fresh and free thinking, expression and clarity in thought and speech. It forms as a foundation for learning other courses. Helps fluent communication. In addition to English, a candidate shall opt for any of the languages studied at the Pre-University or equivalent level.
2	Ability Enhancement Courses	Ability enhancement courses are the generic skill courses which are basic and needed for all to pursue any career. These courses ensure progressions across careers. They enable students to develop a deeper sense of commitment to oneself and to the society and nation largely.
3	Skill Enhancement/Development Courses / Vocational courses	Skill Enhancement courses are to promote skills pertaining to a particular field of study. The purpose of these courses is to provide students life-skills in hands on mode so as to increase their employability/ Self-employment. The objective is to integrate discipline related skills in a holistic manner with general education. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. The University can suggest its own courses under this category based on its expertise, specialization,

		requirements, scope and need.
	Foundation/ Discipline based Introductory Courses	Foundation /Introductory courses bridge the gap for a student if he/she has not got a basic groundwork in a specific area of discipline. These courses will supplement in better understanding of how to integrate knowledge to application into a society.
4	Major Discipline Core Courses	AMajor discipline is the field in which a student focuses during the course of his/her degree. A course in a discipline, which a candidate should compulsorily study as a core requirement is termed as a Core course. The core courses aim to cover the basics that a student is expected to imbibe in that particular discipline. They provide fundamental knowledge and expertise to produce competent, creative graduates with a strong scientific, technical and academic acumen. These courses are to be taught uniformly across all universities with minimum deviation. The purpose of fixing core courses is to ensure that all the institutions follow a minimum common curriculum so that each institution adheres to a common minimum standard which makes credit transfer and mobility of students easier.
	Major Discipline Elective Courses	<p>Elective Course is a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/subject of study or which provides an extended scope or enables an exposure to some other discipline/ subject/domain or which nurtures the candidate's proficiency/skill.</p> <p>Elective courses offered under the main discipline are referred to as Discipline Specific Electives. These courses provide more depth within the discipline itself or within a component of the discipline and provide advanced knowledge and expertise in an area of the discipline.</p> <p>The institutions have freedom to have their own courses based on their expertise, specialization, requirements, scope and need. The elective courses may be of interdisciplinary nature</p>
	Minor Discipline Courses	A Minor Discipline is a secondary specialization that one may choose to pursue in addition to a Major Discipline. They may be related areas of studies or two distinct areas of studies which are not interrelated at all.
5	Open or Generic Elective Courses	Open or Generic Elective Courses are courses chosen from an unrelated discipline/ subject, with an intention to seek exposure beyond discipline/s of choice. The purpose of these is to offer the students the option to

		explore disciplines of interest beyond the choices they make in core and discipline specific elective courses. Note: A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Open or Generic Electives.
	Project work/ Dissertation/ Internship/ Entrepreneurship	Project work is a special course involving application of knowledge in solving / analysing / exploring a real life situation / difficult problem/ data analysis. Project Work has the intention to provide research competencies at undergraduate level. It enables to acquire special/ advanced knowledge through support study/a project work. Candidates shall carry out project work on his/her own with an advisory support by a faculty member to produce a dissertation/ project report. Internship/ Entrepreneurship shall be an integral part of the Curriculum
	Co-curricular and Extension Activities	These activities help in character building, spiritual growth, physical growth, etc. They facilitate development of various domains of mind and personality such as intellectual, emotional, social, moral and aesthetic developments. Creativity, Enthusiasm, and Positive thinking are some of the facets of personality development and the outcomes of these activities

10.1 ABILITY ENHANCEMENT COURSES:

Ability Enhancement (AE) Courses can be divided into two categories:

a) AE Compulsory Courses (AECC): The universities may have common curriculum for these papers. There may be one paper each at least in the first four semesters viz.

(1) Environmental Studies and

(2) Constitution of India.

In addition to these, two languages shall be studied in the first four semesters of the Undergraduate Programmes.

b) Skill Enhancement Courses (SEC): The universities may offer from a common pool of papers listed by KSHEC/ National Regulatory Bodies such as UGC or GEC/ NHERC or the universities may frame some papers, in addition to the list suggested.

10.2 LANGUAGES:

Two languages are to be studied out of which one shall be Kannada and the other shall be either English or an Indian Language or other Foreign language:English, Sanskrit, Hindi, Tamil, Telugu, Malayalam, Marathi, Konkani, Urdu, Persian, Arabic, German, French, Latin, Russian, Japanese and any other language prescribed/ approved by the university

a) The Candidates shall study two languages in the first four semesters of the programs. The students who have studied Kannada at the school and/or Pre University or equivalent level, shall opt Kannada as one of the languages and study it in the first four semesters of the programmes. In addition to Kannada, the students shall opt for another language from the languages offered in the university/college and study it in the first two semesters of the programmes. They may continue to study the same language in the second year or may choose different language in the second year. A candidate may opt for any language listed above even if the candidate has not studied that language at PUC or equivalent level.

b) Students who have not studied Kannada at any level from school to Pre University shall study Kannada as functional language in one of the first two semesters along with another language of their choice. They shall study any two languages of their choice in the remaining three semesters. They may change the languages every year. With the permission of the University, a candidate may opt for any other language listed above even if the candidate has not studied that language at PUC or equivalent level

c) Speech/hearing/visually impaired/mentally challenged and study disabled students are exempted from studying one of the languages prescribed under para 8.2 above.

10.3 A) SKILL ENHANCEMENT COURSES (COMMON FOR ALL PROGRAMMES):

i. Any four skill enhancement/development courses are to be studied in the first six semesters, one per semester as prescribed by the concerned faculty and approved by the Academic Council. The courses may include the following:

SEM.	B.COM./BBA/BMS/BHM/B.VOC
I/II	Digital Fluency/ Creativity and Innovation
III/IV	Artificial Intelligence/ Critical thinking &problem solving
V	Cyber Security/ Entrepreneurship
VI	Professional Communication / German / French/

i. One soft core course or allied subject each in the seventh and eight semesters of the honoursprogramme and the integrated Master's degree programme or in the first and second semesters of the post-graduate programmes, and one open elective

in the ninth semester of the integrated master's programmes are to be studied as prescribed by the respective Board of studies and approved by the Academic council. The soft core courses may include research methodology course, one of the foreign languages such as German, French etc. or any other course prescribed by the university from time to time.

10.5 VOCATIONAL SUBJECTS:

Advertising, Computer Applications, Electronic Equipment Maintenance, Entrepreneurship Development, Instrumentation, Office/Home Management and Secretarial Practice, Sales Promotion and Management, Tax Procedure and Practice, Tourism and Travel Management and any other subjects introduced from time to time

10.6 CO-CURRICULAR AND EXTENSION ACTIVITIES

A student shall opt for two of the following activities offered in the college, in each of the first six semesters of the undergraduate programmes. The activity carries a credit each for each of the activities and will be internally assessed for 50 marks.

- a. Physical Education or Activities related to Yoga/ Sports and Games
- b. N.S.S. / N.C.C / Ranger and Rovers/Red cross
- c. Field studies / Industry Implant Training
- d. Involvement in campus publication or other publications
- e. Publication of articles in newspapers, magazines
- f. Community work such as promotion of values of National Integration, Environment, Human rights and duties, Peace, Civic sense etc.
- g. A Small project work concerning the achievements of India in different fields
- h. Evolution of study groups/seminar circles on Indian thoughts and ideas
- i. Activity exploring different aspects of Indian civilizations
- j. Involvement in popularization programmes such as scientific temper
- k. Innovative compositions and creations in music, performing and visual arts etc.
- l. Any other activities such as Cultural Activities as prescribed by the University.

Evaluation of Co-curricular and Extension Activities shall be as per the procedure evolved by the college from time to time.

11. ATTENDANCE AND CHANGE OF SUBJECTS:

11.1 A candidate shall be considered to have satisfied the requirement of attendance for a semester if he/she attends not less than 75% of the number of classes actually held up to the end of the semester in each of the subjects. There shall be no minimum attendance requirement for the Co-curricular and extension activities.

11.2 An option to change a language/subject may be exercised only once within four weeks from the date of commencement of the/III Semester on payment of fee prescribed.

11.3 Whenever a change in a subject is permitted, the attendance in the changed subject shall be calculated by taking into consideration the attendance in the previous subject studied

11.4 If a candidate represents his/her institution / University/ Karnataka State/ Nation in Sports /NCC / NSS / Cultural or any officially sponsored activities he/she may be permitted to claim attendance for actual number of days participated, based on the recommendation of the Head of the Institution concerned. If a candidate is selected to participate in national level events such as Republic Day Parade etc., he/she may be permitted to claim attendance for actual number of days participated based on the recommendation of the head of the Institution concerned.

11.5 A candidate who does not satisfy the requirement of attendance in one or more courses/ subjects shall not be permitted to take the University examination of these courses/ subjects and the candidate shall seek re-admission to those courses/ subjects in a subsequent year.

12. COURSE PATTERNS AND SCHEMES OF EXAMINATIONS

The details of the Course Patterns (hours of instructions per week) and the Schemes of Examinations of the different degree programmes are given in the program matrix. The Syllabi of the courses shall be as prescribed by the College.

13. PEDAGOGY ACROSS ALL PROGRAMMES

Effective learning requires appropriate curriculum, an apt pedagogy, continuous formative assessment and adequate student support. The intention is to contextualize curriculum through meaningful pedagogical practices, which determine learning experiences directly influencing learning outcomes. Active, cooperative, collaborative and experiential learning pedagogies are some of the examples. Use of technology in creating learning environment that connects

learners with content, peers and instructors all through the learning process respecting the pace of learners is need of the hour

a. Classroom processes must encourage rigorous thinking, reading and writing, debate, discussion, peer learning and self-learning.

b. The emphasis is on critical thinking and challenge to current subject orthodoxy and develop innovative solutions. Curricular content must be presented in ways that invite questioning and not as a body of ready knowledge to be assimilated or reproduced. Faculty should be facilitators of questioning and not authorities on knowledge.

c. Classroom pedagogy should focus on the 'how' of things i.e. the application of theory and ideas. All courses including social sciences and humanities should design projects and practicums to enable students get relevant hands-on experiences.

d. Learning must be situated in the Indian context to ensure that there is no sense of alienation from their context, country and culture.

e. Classroom processes must address issues of inclusion and diversity since students are likely to be from diverse cultural, linguistic, socio-economic and intellectual backgrounds.

f. Cooperative and peer-supported activities must be part of empowering students to take charge of their own learning.

g. Faculty will have the freedom to identify and use the pedagogical approach that is best suited to a particular course and student.

h. Pedagogies like PBL(Problem / Project Based Learning), Service Learning be brought into practice as part of curriculum. Experiential learning in the form of internship with a specified number of credits is to be made mandatory.

Blended learning (BL) mode is to be used to help learners develop 21st century skills along with the effective learning and skill development related to the subject-domains. BL should be carefully implemented and should not be replacing classroom time as a privilege. Every institute should strive to be a model institute to demonstrate a successful implementation of BL in the higher education of our country

14. CONTINUOUS FORMATIVE EVALUATION/ INTERNAL ASSESSMENT:

Total marks for each course shall be based on continuous assessments and semester end examinations. As per the decision taken at the Karnataka State Higher

Education Council, it is necessary to have uniform pattern of 40 : 60 for CIA and Semester End theory examinations respectively and 50 : 50 for IA and Semester End practical examinations respectively, in all the Universities, their Affiliated and Autonomous Colleges.

TOTALMARKS FOR EACH COURSE	100%
Continuous assessment (C1) :	20% marks
Continuous assessment (C2):	20% marks
Semester End Examination (C3):	60% marks.

15. EVALUATION PROCESS OF IA MARKS SHALL BE AS FOLLOWS.

- a. The first component (C1) of assessment is for 20% marks. This shall be based on test, assignment, seminar, case study, field work, project work etc. This assessment and score process should be completed after completing 50% of syllabus of the course/s and within 45 working days of semester program.
- b. The second component (C2) of assessment is for 20% marks. This shall be based on test, assignment, seminar, case study, field work, internship / industrial practicum / project work etc. This assessment and score process should be based on completion of remaining 50 percent of syllabus of the courses of the semester.
- c. During the 17th - 19th week of the semester, a semester end examination shall be conducted by the University for each course. This forms the third and final component of assessment (C3) and the maximum marks for the final component will be 60%.
- d. In case of a student who has failed to attend the C1 or C2 on a scheduled date, it shall be deemed that the student has dropped the test. However, in case of a student who could not take the test on scheduled date due to genuine reasons, such a candidate may appeal to the Program Coordinator / Principal. The Program Coordinator / Principal in consultation with the concerned teacher shall decide about the genuineness of the case and decide to conduct special test to such candidate on the date fixed by the concerned teacher but before commencement of the concerned semester end examinations.
- e. For assignments, tests, case study analysis etc., of C1 and C2, the students should bring their own answer scripts (A4 size), graph sheets etc., required for such tests/assignments and these be stamped by the concerned department using their department seal at the time of conducting tests / assignment / work etc.
- f. The outline for continuous assessment activities for Component-I (C1) and Component-II (C2) of a course shall be as under.

Outline for continuous assessment activities for C1 and C2 Activities

Activities	C1	C2	Total Marks
Session Test	10% marks	10% marks	20
Seminars/Presentations/Activity	10% marks	-	10
Case study /Assignment / Fieldwork / Project work etc.	-	10% marks	10
Total	20% marks	20% marks	40

- g. For practical course of full credits, Seminar shall not be compulsory. In its place, marks shall be awarded for Practical Record Maintenance.(the ratio is 50% : 50%).
- h. Conduct of Seminar, Case study / Assignment, etc. can be either in C1 or in C2 component at the convenience of the concerned teacher.
- i. The teachers concerned shall conduct test / seminar / case study, etc. The students should be informed about the modalities well in advance. The evaluated courses / assignments during component I (C1) and component II (C2) of assessment are immediately provided to the candidates after obtaining acknowledgement in the register by the concerned teachers(s) and maintained by the Chairman in the case of a University Post-Graduate Department and the Principal / Director in the case of affiliated institutions. Before commencement of the semester end examination, the evaluated test, assignment etc. of C1 and C2 shall be obtained back to maintain them till the announcement of the results of the examination of the concerned semester.
- j. The marks of the internal assessment shall be published on the notice board of the department / college for information of the students.
- k. The Internal assessment marks shall be communicated to the COE at least 10 days before the commencement of the Semester End examinations and the COE shall have access to the records of such periodical assessments.
- l. There shall be no minimum in respect of internal assessment marks.
- m. Internal assessment marks may be recorded separately. A candidate, who has failed or rejected the result, shall retain the internal assessment marks.

16. MINIMUM FOR A PASS:

- a. No candidate shall be declared to have passed the Semester Examination as the case may be under each course/paper unless he/she obtains not less than 35% marks in written examination / practical examination and 40% marks in the aggregate of written / practical examination and internal assessment put together in each of the courses and 40% marks (including IA) in Project work and viva wherever prescribed.

- b. A candidate shall be declared to have passed the program if he/she secures at least 40% of marks or a CGPA of 4.0 (Course Alpha-Sign Grade P) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / field work / internship / project work / dissertation / viva-voce, provided the candidate has secured at least 40% of marks in the semester end examinations in each unit.
- c. The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.00 (Alpha-Sign Grade B+).
- d. A candidate who passes the semester examinations in parts is eligible for only Class, CGPA and Alpha-Sign Grade but not for ranking.
- e. The results of the candidates who have passed the last semester examination but not passed the lower semester examinations shall be declared as NCL(Not Completed the Lower Semester Examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.
- f. If a candidate fails in a subject, either in theory or in practical's, he/she shall appear for that subject only at any subsequent regular examination, as prescribed for completing the programme. He/she must obtain the minimum marks for a pass in that subject (theory and practical's, separately) as stated above.

17. CARRYOVER

Candidates who fail in lower semester examinations may go to the higher semesters and take the lower semester examinations. (A candidate who fails in a lower semester examination may go to the higher semester. However, No candidate shall be permitted to take the a) fifth semester examination unless he/she passes all courses/papers of the first semester examination and b) no candidate shall be permitted to take the sixth semester examination unless he/she passes all courses/papers of the first and second semester examinations. Similarly, no candidate shall be permitted to take the c) seventh semester examination unless he/she passes all papers of the first three semester examinations, and d) no candidate shall be permitted to take the 8th semester examination unless he/she passes all papers of the first four semesters examinations).

18. CLASSIFICATION OF SUCCESSFUL CANDIDATES

An alpha-sign grade, the eight point grading system, as described below may be adopted. The declaration of result is based on the Semester Grade Point Average (SGPA) earned towards the end of each semester or the Cumulative Grade Point Average (CGPA) earned towards the completion of all the eight semesters of the

programme and the corresponding overall alpha-sign grades. If some candidates exit at the completion of first, second or third year of the four years Undergraduate Programmes, with Certificate, Diploma or the Basic Degree, respectively, then the results of successful candidates at the end of second, fourth or sixth semesters shall also be classified on the basis of the Cumulative Grade Point Average (CGPA) obtained in the two, four, six or eight semesters, respectively. For award of

- Certificate in Arts/ Science/ Commerce
- Diploma in Arts/ Science/ Commerce
- Bachelor's Degree in Arts/ Science/ Commerce
- Bachelor's Degree with Honours in a Discipline/Subject

In addition to the above, successful candidates at the end of tenth semester of the integrated Master's Degree Programmes, shall also be classified on the basis of CGPA obtained in the ten semesters of the Programmes. Likewise, the successful candidates of one year or two semester's Master's Degree Programmes are also classified on the basis of CGPA of two semesters of the Master's Degree Programmes,

TABLE II: FINAL RESULT / GRADES DESCRIPTION

Semester GPA/Program CGPA	Alpha-Sign /LetterGrade	Semester/Program % of Marks	Result / Class Description
9.00-10.00	O (Outstanding)	90.0-100	Outstanding
8.00-<9.00	A+ (Excellent)	80.0-<90.0	First Class Exemplary
7.00-<8.00	A(VeryGood)	70.0-<80.0	First Class Distinction
6.00-<7.00	B+(Good)	60.0-<70.0	First Class
5.50-<6.00	B(AboveAverage)	55.0-<60.0	High Second Class
5.00-<5.50	C(Average)	50.0-<55.0	Second Class
4.00-<5.00	P(Pass)	40.0-<50.0	PassClass
Below 4.00	F(Fail)	Below 40	Fail/Reappear
Ab(Absent)	-	Absent	-

The Semester Grade Point Average (SGPA) in a Semester and the CGPA at the end of each year may be calculated as described in Appendix C:

19. REJECTION OF RESULTS:

- a. A candidate may be permitted to reject result of the whole examination of any semester. Rejection of result course/paper wise or subject wise shall not be permitted.
- b. The candidate who has rejected the result shall appear for the immediately following examination.
- c. The rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked.
- d. Application for rejection of results along with the payment of the prescribed fee shall be submitted to the COE with the original statement of marks within 30 days from the date of publication of the result.
- e. A candidate who rejects the result is eligible for only SGPA/CGPA or Class and not for ranking

20. IMPROVEMENT OF RESULTS

- a. A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- b. The reappearance may be permitted during the period N+2 years (where N refers to duration of the program) without restricting it to the subsequent examination only.
- c. The student may be permitted to apply for improvement examination 45 days in advance of the pertinent semester examination whenever held.
- d. If a candidate passes in all the subjects in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the earlier result.
- e. A candidate who has appeared for improvement examination is eligible for class/CGPA only and not for ranking.
- f. Internal assessment (IA) marks shall be shown separately. A candidate who wants to improve the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the IA marks already obtained.
- g. A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

21. TRANSFER OF ADMISSION:

Transfers of admissions are permissible only for odd semesters for students of other universities and within the University.

21.1 CONDITIONS FOR TRANSFER OF ADMISSION OF STUDENTS WITHIN THE UNIVERSITY.

- a. His/her transfer admission shall be within the intake permitted to the college.
- b. Availability of same combination of subjects studied in the previous college.
- c. He/she shall fulfill the attendance requirements as per the College Regulation.
- d. He/she shall complete the programme as per the regulation governing the maximum duration of completing the programme.

21.2 CONDITIONS FOR TRANSFER ADMISSION OF STUDENTS OF OTHER UNIVERSITIES.

- a. A Candidate migrating from any other University may be permitted to join odd semester of the degree programme provided he/she has passed all the subjects of previous semesters / years as the case may be. Such candidates must satisfy all other conditions of eligibility stipulated in the regulations of the University.
- b. His/her transfer admission shall be within the intake permitted to the college.
- c. He/she shall fulfil the attendance requirements as per the University Regulation.
- d. The candidate who is migrating from other Universities is eligible for overall SGPA/CGPA or Class and not for ranking.
- e. He/she shall complete the programme as per the regulation governing the maximum duration of completing the programme as per this regulation.

22. POWER TO REMOVE DIFFICULTIES

If any difficulty arises in giving effect to the provisions of these regulations, the Principal may by order make such provisions not inconsistent with the Act, Statutes, Ordinances or other Regulations, as appears to be necessary or expedient to remove the difficulty. Every order made under this rule shall be subject to ratification by the Appropriate College Authorities.

23. REPEAL AND SAVINGS:

The existing Regulations governing three years Bachelor degree programmes in the faculties of Arts, Science and Commerce shall stand repealed. However, the above Regulations shall continue to be in force for the students who have been admitted to the course before the enforcement of this regulation.

TEMPLATE FOR IAT
INTERNALASSESSMENT TEST
B.VOC - RETAIL MANAGEMENT

Course Code:

Name of the Course:

Duration: 1 Hour

Total Marks: 20

SECTION-A
(Based on the Remembering)

1. Answer Any Two of the following questions. Each carries Two Marks. (2 x 2= 4)

- a.
- b.
- c.

SECTION- B
(Understanding and Applying)

II. Answer Any Two of the following questions. Each carries Eight marks. (2 x8= 16)

- 2.
- 3.
- 4.

APPEARANCE FOR THE EXAMINATION

A candidate shall be considered to have appeared for the examination only if he/ she has submitted the prescribed application for the examination along with the required fees to the College

SEMESTER END EXAMINATION

B.VOC - RETAIL MANAGEMENT

Course Code:

Name of the Course:

Duration: 2.00 Hours

Total Marks: 60

SECTION-A

(Conceptual Questions)

1. Answer any Five of the following questions. Each question carries Two Marks. (5x2= 10)

- a.
- b.
- c.
- d.
- e.
- f.
- g.

SECTION- B

(Application Questions)

Answer any Four of the following question. Each question carries Five Marks. (4x5= 20)

- 2.
- 3.
- 4.
- 5.
- 6.

SECTION- C

(Analyses and Understanding Questions)

Answer Any Two of the following question. Each question carries Twelve Marks. (2x12=24)

- 7.
- 8.
- 9.

SECTION- D

(Skill Development Questions)

Answer Any One of the following question carries Six Marks. (1 x6= 06)

- 10.
- 11.

A. Program Structure

Proposed Scheme of Teaching & Evaluation for B.Voc (Basic/Hons) with Retail Management as
Core subject

SEMESTER- I

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language-I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language-II	AECC	3+1+0	60	40	100	3
3	B.VOC.RM.1.1	Management Principles & Practice	DSC	4+0+0	60	40	100	4
4	B.VOC.RM.1.2	Fundamentals of Accounting	DSC	4+0+0	60	40	100	4
5	B.VOC.RM.1.3	Fundamentals of Customer Service	DSC	4+0+0	60	40	100	4
6	B.VOC.RM.1.4	Digital Fluency	SEC-SB	1+0+2	25	25	50	2
7	B.VOC.RM.1.5	Yoga	SEC-VB	0+0+2	-	25	25	1
8	B.VOC.RM.1.6	Health & Wellness	SEC-VB	0+0+2	-	25	25	1
9	B.VOC.RM.1.7	Any one of the following: a. Business Organization b. Office Organization and Management	OEC	3+0+0	60	40	100	3
SUB TOTAL(A)					385	315	700	25

SEMESTER- II

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
10	Lang.2.1	Language-I	AECC	3+1+0	60	40	100	3
11	Lang.2.2	Language-II	AECC	3+1+0	60	40	100	3
12	B.VOC.RM.2.1	Financial Accounting & Reporting	DSC	4+0+0	60	40	100	4
13	B.VOC.RM.2.2	Human Resource Management	DSC	4+0+0	60	40	100	4
14	B.VOC.RM.2.3	Modern Retail Management	DSC	4+0+0	60	40	100	4
15	B.VOC.RM.2.4	Environmental Studies	AECC	3+0+0	30	20	50	2
16	B.VOC.RM.2.5	Sports	SEC-VB	0+0+2	-	25	25	1
17	B.VOC.RM.2.6	NCC/NSS/R&R(S&G)/ Cultural etc	SEC-VB	0+0+2	-	25	25	1
18	B.VOC.RM.2.7	Any one of the following: a. People Management b. Public administration & Business	OEC	3+0+0	60	40	100	3
SUB TOTAL(B)					390	310	700	25

**EXIT OPTION WITH CERTIFICATION -
WITH ABILITY TO SOLVE WELL DEFINED PROBLEMS**

SEMESTER- III

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
19	Lang.3.1	Language-I	AECC	3+1+0	60	40	100	3
20	Lang.3.2	Language-II	AECC	3+1+0	60	40	100	3
21	B.VOC.RM.3.1	Cost Accounting	DSC	4+0+0	60	40	100	4
22	B.VOC.RM.3.2	Banking Law & Practice	DSC	4+0+0	60	40	100	4
23	B.VOC.RM.3.3	Advertising & Sales Management	DSC	4+0+0	60	40	100	4
24	B.VOC.RM.3.4	Financial Education and Investment Awareness	SEC-SB	1+0+2	30	20	50	2
25	B.VOC.RM.3.5	Sports	SEC-VB	0+0+2	-	25	25	1
26	B.VOC.RM.3.6	NCC/NSS/R&R(S&G)/ Cultural etc	SEC-VB	0+0+2	-	25	25	1
27	B.VOC.RM.3.7	Social Media Marketing	OEC	3+0+0	60	40	100	3
SUB TOTAL(C)					390	310	700	25

SEMESTER- IV

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
28	Lang.4.1	Language-I	AECC	3+1+0	60	40	100	3
29	Lang.4.2	Language-II	AECC	3+1+0	60	40	100	3
30	B.VOC.RM.4.1	Statistics for Business Decisions	DSC	3+0+2	60	40	100	4
31	B.VOC.RM.4.2	Retail Logistics Management	DSC	3+0+2	60	40	100	4
32	B.VOC.RM.4.3	ICT Applications in Retail Business	DSC	3+0+2	60	40	100	4
33	B.VOC.RM.4.4	Constitution of India	AECC-SB	3+0+0	30	20	50	2
34	B.VOC.RM.4.5	Sports	SEC-VB	0+0+2	-	25	25	1
35	B.VOC.RM.4.6	NCC/NSS/R&R(S&G)/ Cultural etc	SEC-VB	0+0+2	-	25	25	1
36	B.VOC.RM.4.7	Creativity and Innovation	OEC	3+0+0	60	40	100	3
SUB TOTAL(D)					390	310	700	25

EXIT OPTION WITH DIPLOMA – ABILITY TO SOLVE BROADLY DEFINED PROBLEMS

SEMESTER- V

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
37	B.VOC.RM.5.1	International Business	DSC	4+0+0	60	40	100	4
38	B.VOC.RM.5.2	Income Tax - I	DSC	4+0+0	60	40	100	4
39	B.VOC.RM.5.3	Financial Management	DSC	4+0+0	60	40	100	4
40	B.VOC.RM.5.4	Supply Chain Management	DSE	4+0+0	60	40	100	3
41	B.VOC.RM.5.5	Innovation and Entrepreneurship	VOC	4+0+0	60	401	100	3
42	B.VOC.RM.5.6	Cyber Security	SEC-SB	1+0+2	25	25	50	2
43	B.VOC.RM.5.7	Internship I	Intern-1	1+0+2	-	50	50	2
44	B.VOC.RM.5.8	Sports	SEC-VB	0+0+2	-	25	25	1
45	B.VOC.RM.5.9	NCC/NSS/R&R(S&G)/ Cultural etc	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL(E)					325	325	650	24

SEMESTER- VI

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
46	B.VOC.RM.6.1	Management Accounting	DSC	4+0+0	60	40	100	4
47	B.VOC.RM.6.2	Income Tax - II	DSC	4+0+0	60	40	100	4
48	B.VOC.RM.6.3	Legal Aspects of Business	DSC	4+0+0	60	40	100	4
49	B.VOC.RM.6.4	Packing and Packaging Management	DSE	4+0+0	60	40	100	3
50	B.VOC.RM.6.5	Merchandise Planning and Buying	VOC	2+0+2	60	40	100	3
51	B.VOC.RM.6.6	Professional Communication	SEC-SB	1+0+2	25	25	50	2
52	B.VOC.RM.6.7	Internship II	Intern-2	1+0+2	-	50	50	2
53	B.VOC.RM. 6.8	Sports	SEC-VB	0+0+2	-	25	25	1
54	B.VOC.RM.6.9	NCC/NSS/R&R(S&G)/ Cultural etc	SEC-VB	0+0+2	-	25	25	1
SUB TOTAL(F)					325	325	650	24
Grand Total (A+B+C+D+E+F)					2205	1895	4100	148

Students should choose one elective group from the given group of electives.

EXIT OPTION WITH BACHELOR DEGREE -ABILITY TO SOLVE COMPLEX PROBLEMS THAT ARE ILL-STRUCTURED REQUIRING MULTI-DISCIPLINARY SKILLS TO SOLVE THEM.

SEMESTER- VII

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
55	B.VOC.RM.7.1	Business Ethics & Corporate Governance	DSC	4+0+0	60	40	100	4
56	B.VOC.RM.7.2	Goods and Service Tax	DSC	4+0+0	60	40	100	4
57	B.VOC.RM.7.3	Digital Marketing	DSC	4+0+0	60	40	100	4
58	B.VOC.RM.7.4	Store Display and Visual Merchandising	DSE	4+0+0	60	40	100	3
59	B.VOC.RM.7.5	Organization and Team Dynamics	VOC	3+0+0	60	40	100	3
60	B.VOC.RM.7.6	Research Methodology	RM	3+1+0	60	40	100	3
SUB TOTAL(G)					360	240	600	21

SEMESTER- VIII

SL NO	Course Code	Title of the Course	Category of Course	Teaching Hours per Week (L+T+P)	SEE	CIE	Total Marks	Credits
61	B.VOC.RM.8.1	Strategic Management	DSC	4+0+0	60	40	100	3
62	B.VOC.RM.8.2	Consumer Behaviour	DSC	4+0+0	60	40	100	3
63	B.VOC.RM.8.3	Warehousing and Inventory Management	DSC	4+0+0	60	40	100	3
64	B.VOC.RM.8.4	Customer Relationship Management	DSE	4+0+0	60	40	100	3
65	B.VOC.RM.8.5	Marketing Research	VOC	4+0+0	60	40	100	3
66	B.VOC.RM.8.6 OR	Research Projects/Internship with Viva – Voce	RM	4+0+0	120	80	100	6
	B.VOC.RM.8.6 a	Brand Management	DSE	3+0+0	60	40	100	3*
	B.VOC.RM.8.6 b	International Retailing	DSE	3+0+0	60	40	100	3*
SUB TOTAL(H)					360	240	600	21
Grand Total (A+B+C+D+E+F+G+H)					2925	2375	5300	190

*In lieu of the research Project, two additional papers/ Internship may be offered

Award of Bachelor of Commerce Degree with Honours, (With the completion of courses equal to a minimum of 180 credits)

BACHELOR DEGREE WITH HONORS – Experience of workplace problem solving in the form of internship or research experience preparing for higher education or entrepreneurship experience

NOTES:

- One Hour of Lecture is equal to 1 Credit.
- One Hour of Tutorial is equal to 1 Credit (Except Languages).
- Two Hours of Practical is equal to 1 Credit

Acronyms Expanded

AECC : Ability Enhancement Compulsory Course

DSC © : Discipline Specific Core (Course)

SEC-SB/VB : Skill Enhancement Course-Skill Based/Value Based

OEC : Open Elective Course

DSE : Discipline Specific Elective

SEE : Semester End Examination

CIE : Continuous Internal Evaluation

L+T+P : Lecture+Tutorial+Practical(s)

Note: Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 30 or less than 30 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 30 students)

2 Hours of Practical Class is equal to 2 Hours of Teaching

Elective Group

Retail Management Group

Semester No.	Course Code	Title of the Course
V	RM.5.4	Supply Chain Management
VI	RM.6.4	Packing and Packaging Management
VII	RM.7.4	Store Display and Visual Merchandising
VIII	RM.8.4	Customer Relationship Management

Human Resource Management Group

Semester No.	Course Code	Title of the Course
V	RM.5.4	Performance Management
VI	RM.6.4	Strategic Human Resource Management
VII	RM.7.4	International HRM
VIII	RM.8.4	Talent and Knowledge Mangement

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.1.1

Name of the Course: Management Principles & Practice

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand concepts of business management, principles and function of management.
- b) Explain the process of planning and decision making.
- c) Create organization structures based on authority, task and responsibilities.
- d) Explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles.
- e) Understand the requirement of good control system and control techniques.

SYLLABUS:	HOURS
------------------	--------------

Module No. 1: Introduction to Management	12
---	-----------

Introduction -Meaning, Evolution of management thought, Pre-Scientific Management Era, Classical Management Era, Neo-Classical Management Era, Modern Management Era; Nature and Characteristics of Management - Scope and Functional areas of Management; Management as a Science, Art or Profession; Management and Administration; Principles of Management.

Module No. 2: : Planning, Organizing and Staffing	16
--	-----------

Nature, Importance and Purpose of Planning - Planning Process; Objectives; Types of plans (Meaning only); Decision making- Importance and steps; MBO and MBE (Meaning only)
Nature and purpose of Organization; Principles of Organizing; Delegation of Authority; Types of Organization - Departmentation, Committees; Centralization vs Decentralization of Authority and Responsibility, Span of Control; Nature and importance of Staffing

Module No. 3: Directing and Communicating	12
--	-----------

Meaning and Nature of Direction, Principles of Direction; Communication - Meaning and Importance, Communication Process, Barriers to Communication, Steps to overcome Communication Barriers, Types of Communication; Motivation theories - Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Mc.Gregor's X and Y theory. Leadership - Meaning, Formal and Informal Leadership, Characteristics of Leadership; Leadership Styles - Autocratic Style, Democratic Style, Participative Style, Laissez Faire Leadership Styles, Transition Leadership, Charismatic Leadership Style.

Module No. 4: Coordinating and Controlling	10
---	-----------

Coordination-Meaning, Importance and Principles. Controlling-Meaning and steps in controlling, Essentials of Effective Control system, Techniques of Control.

Business Social Responsibility - Meaning, Arguments for and against Business Social Responsibility; Green management - Meaning, Green Management Actions; Managerial Ethics - Meaning - Importance of Ethics in Business, Factors that determine Ethical or Unethical behavior.

Skill Development Activities:

1. Collect the photographs and bio-data of any three leading contributors of management thoughts.
2. Visit any business organisation and collect the information on types of planning adopted by them.
3. Two cases on the above syllabus should be analysed by the teacher in the classroom and the same needs to be recorded by the student in the Skill Development Book.
4. Draft different types of Organization structure.
5. Draft Control charts.

Text Books:

- 1) Harold Koontz and Heinz Weihrich (2017), Essentials of Management: An International and Leadership Perspective, McGraw Hill Education, 10th Edition.
- 2) Stephen P. Robbins and Madhushree Nanda Agrawal (2009), Fundamentals of Management: Essential Concepts and Applications, Pearson Education, 6th Edition.
- 3) Rajkumar.S and Nagarajan. G (2021) Management Principles and Applications, Jayvee International Publications, Bangalore
- 4) James H. Donnelly, (1990) Fundamentals of Management, Pearson Education, 7th Edition.
- 5) B.P. Singh and A.K.Singh (2002), Essentials of Management, Excel Books
- 6) P C Tripathi & P N Reddy (2005), Principles of Management, TMH Publications, 3rd Edition.
- 7) LM Prasad, Principles of management, Sultan Chand and Sons
- 8) Appanniah and Reddy, Management, HPH.
- 9) T. Ramaswamy: Principles of Management, HPH.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.1.2

Name of the Course: Fundamentals of Accounting

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, and Problem Solving

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the framework of accounting as well accounting standards.
- b) pass journal entries and prepare ledger accounts
- c) prepare various subsidiary books
- d) Prepare trial balance and final accounts of proprietary concern.
- e) Construct final accounts through application of accounting software tally

SYLLABUS:	HOURS
Module No. 1: Introduction to Financial Accounting	08
Introduction - Meaning and Definition - Objectives of Accounting - Functions of Accounting- Significance of Accounting- Users of Accounting Information - Limitations of Accounting - Accounting Cycle - Accounting Principles-Accounting Concepts and Accounting Conventions. Accounting Standards - objectives- significance of accounting standards. List of Indian Accounting Standards. (IND AS).	
Module No. 2: Accounting Process	12
Meaning of Double entry system - Process of Accounting - Kinds of Accounts - Rules - Transaction Analysis - Journal - Ledger - Balancing of Accounts - Trial Balance - Problems on Journal, Ledger Posting and Preparation of Trial Balance.	
Module No. 3: Subsidiary Books	14
Meaning - Significance - Types of Subsidiary Books -Preparation of Purchases Book, Sales Book, Purchase Returns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book -Problems. Bank Reconciliation Statement - Preparation of Bank Reconciliation Statement	
Module No. 4: Final Accounts of Proprietary Concern	10
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding expenses and prepaid expenses, outstanding incomes and incomes received in advance and provision for doubtful debts, interest on drawings and interest on capital.	

Introduction-Meaning of accounting software, types accounting software-- Accounting software Tally-Meaning of Tally software - Features - Advantages. Creating a New Company, Basic Currency information, other information, Company features and Inventory features. Configuring Tally - General Configuration, Numerical symbols, accounts/inventory info - master configuration -voucher entry configuration. Working in Tally: Groups, Ledgers, writing voucher, different types of vouchers, voucher entry Problem on Voucher entry - Generating Basic Reports in Tally-Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal register, Statement of Accounts, Trading and profit account and Balance Sheet.

Skill Development Activities:

1. List out the accounting concepts and conventions.
2. Prepare a Bank Reconciliation Statement with imaginary figures
3. Prepare a cash Book with imaginary figures.
4. Collect the financial statement of a proprietary concern and record it.
5. List out pre-determined Groups and ledgers created by tally software.

Text Books:

1. ICAI Study Materials on Principles & Practice of Accounting, Accounting and Advanced Accounting.
2. Robert N Anthony, David Hawkins, Kenneth A. Merchant, (2017) Accounting: Text and Cases, Mc Graw-Hill Education, 13thEdition.
3. S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa - Financial Accounting, Himalaya Publishing House, New Delhi.
4. SP Iyengar (2005), Advanced Accounting, Sultan Chand & Sons, Vol.1.
5. Charles T. Horngren and Donna Philbrick, (2013) Introduction to Financial Accounting, Pearson Education, 11thEdition.
6. J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi, 32ndEdition.
7. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi, 6th Edition.
8. B.S. Raman (2008), Financial Accounting Vol. I & II, United Publishers & Distributors
9. Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, NewDelhi.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.1.3

Name of the Course: Fundamentals of Customer Service

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Case studies, Group discussion, Seminar.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand Customer Service.
- b) Understand Environment and Cultural Influence.
- c) Enhance Customer Relationship by understanding customer needs.
- d) Build relationship through valuing customer and building Rapport
- e) Understand Recent Trends in Customer Service

SYLLABUS:	HOURS
Module No. 1: Focus on Customers	12
Understanding the Customers, Understanding Customer Service, Service Triangle, Benefits of Exceptional Customer Service, Customer Delight, First Impressions, Perception vs. Reality	
Module No. 2: Scanning Environmental and Cultural Influence	10
Meaning of customer behaviour, factors influencing customer behaviour - cultural factors, social factors, personal factors, psychological factors.	
Module No. 3: Building Customer Relationship	12
Why do People do Business with you, Ways to Address Human Needs, Building Relationships Through Valuing the Customer, Building Rapport, Emotional Bank Account, the Value Equation	
Module No. 4: Empathy and Ownership	12
What is Empathy, Empathy vs Sympathy, how to Empathies, Benefits of Empathy, the Pitfalls, What is Ownership, How does one convey ownership, Problem Solving, Customer Interaction Cycle. Communication Styles: Three Main Styles. (Aggressive, Passive and Assertive), Disagreement Process, Selective Agreement, Benefits of Assertive Communication, Suggested Instructional Methodology- Case Studies on Importance of Understanding the Customers and Meeting their Demands.	
Module No. 5: Recent Trends in Customer Services	10
Understanding customer of the future - Digital Customer Service Strategy - Build Strong Customer Connections - Customer Service Technology Trends - Omni Channel Support - Automated Self Service - Connecting via Social Media Channels	

Skill Development Activities:

1. Identify 25 skills for excellent customer service
2. 5 cases of customers achieving exceptional customer service
3. Conduct a survey to identify the influence of cultural factors on customer behavior
4. Create emotional bank account
5. Case studies on importance of understanding customers

Text Books:

- 1) Nagarajan.G, Rajkumar.S, Anto Juliet Mary .M, Nitu Sharma (2021), Fundamentals of Customer Service, Jayvee International Publications, Bangalore.
- 2) Peeru Mohammed: Customer Relationship Management
- 3) Grover S K: Marketing: A Strategic Orientation
- 4) P. Kotler: Marketing Management
- 5) R. Saxena: Marketing Management
- 6) Stanton: Marketing Management

Note: Latest edition of text books may be used

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.1.7a (OEC)

Name of the Course: Business Organization

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 Credits	3 Hrs	42 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand of the nature, objectives and social responsibilities of business
- b) Describe the different forms of organisations
- c) Understand of the basic concepts of management
- d) Understand of functions of management.
- e) Understand of different types of business combinations

SYLLABUS:	HOURS
Module No. 1: Introduction to Business	08
Business: Meaning, Nature, Scope and Social responsibility of Business, Objectives, Essentials of successful business; Functional areas of business. Concept of Business Organisation.	
Module No. 2: Forms of business Organization	12
Sole proprietorship: Definitions, Features, Merits and Demerits. Partnership: Definitions, partnership deed, Features, Merits and Demerits. Joint Stock Company: Definitions, Features, Merits and Demerits. Co-operatives: Definitions, Features, Merits and Demerits.	
Module No. 3: Public Enterprises	08
Departmental Undertaking: Definitions, Features, Merits and Demerits. Public Corporations: Definitions, Features, Merits and Demerits. Government Companies: Definitions, Features, Merits and Demerits	
Module No. 4: Business Combinations	08
Meaning Definitions, Causes, Types, Forms, merits and demerits of Business Combinations, Recent Trends in Business Combinations.	
Module No. 5: Management of organizations	07
Management- Meaning, Definitions, Difference between Management and Administration, Levels of Management, Objectives of Management, Functions of management- planning, organizing, staffing, directing, coordinating, controlling, Principles of Management.	
Skill Development Activities:	
<ol style="list-style-type: none">1. Preparation of partnership deed2. Draw a business tree3. Make a list of 10 PSUs	

4. Prepare a list of different types of business combinations
5. List out 14 principles of management

Text Books:

1. C B. Guptha - Business Organisation and Management, Sultan Chand & Sons.
2. Dr. S. C. Saxena - Business Administration & Management, Sahitya Bhawan. M. C. Shukla - Business Organisation and Management. S Chand & Company Pvt. Ltd.
3. S.ASherlekar - Business Organization, Himalaya Publishing House.
4. Y.K. Bhushan. Fundamentals of Business Organisation and Management, Sultan Chand & Sons.
5. R.K. Sharma, Business Organisation & Management Kalyani Publishers
6. Dr. I.M. Sahai, Dr. Padmakar Asthana, ' Business Organisation & Administration', Sahitya Bhawan Publications Agra.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.1.7b

Name of the Course: Office Organization and Management (OEC)

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 Credits	3 Hrs	42 Hrs

Pedagogy: Classrooms lecture, Tutorials, and Problem Solving

Course Outcomes: On successful completion of the course, the students will be able to

- a) understand of basic knowledge of office organisation and management
- b) Demonstrate skills in effective office organisation
- c) Able to maintain office records
- d) Able to maintain digital record.
- e) Understand different types of organisation structures and responsibilities as future office managers.

SYLLABUS:	HOURS
------------------	--------------

Module No. 1: Fundamentals of Office Management	08
--	-----------

Introduction: Meaning, importance and functions of modern office
Modern Office Organisation: Meaning; Steps in office organisation; Principles of Office organisation, Organisation structure types,
Nature of office services: Types of services in a modern office, decentralisation and centralisation of office services, Departmentation of Office
Office management: Meaning, Elements and major processes of Office management
Office Manager: Functions and qualifications of Office manager.

Module No. 2: Administrative Arrangement and Facilities	07
--	-----------

Office Accommodation and its Importance: Location of Office, Choice of Location: Urban vs Suburban, Factors to be Considered in Selecting the Site, Securing Office Space,
Office Lay-out: Objectives of Office Lay-out, Principles of Office Lay-out, Steps in Lay-out Planning, Advantages of a Good Lay-out.
Types of offices: Open Office and Private Office- advantages and disadvantages.

Module No 3 : Office Environment	10
---	-----------

Meaning and Components of Office Environment
Interior Decoration: Colour Conditioning, Floor Coverings, Furnishings,
Furniture and Fixtures: Types of Furniture, Choice between Wooden and Steel Furniture, Principles Governing Selection of Furniture Lighting and Ventilation,
Noise: Internal Noise, External Noise Cleanliness, Sanitation and Health Safety and Security

Module No. 4: Records Management

08

Introduction to records: Importance of Records, types of office records,
Records Management: Meaning, Principles of Record Keeping, Functions of 'Records Management Filing: Elements of Filing and Filing Functions, Objectives and Importance of Filing, Advantages of Filing, Essentials of a Good Filing System, Classification of Files, Filing Procedure or Routine.
Filing Methods: Horizontal Filing -meaning, types and advantages, Vertical Filing meaning, equipment used, advantage and disadvantages.
Centralisation and Decentralisation of Filing- Centralised filing and Decentralised Filing
Office manual: contents, Importance, types of office manuals.
Indexing: Meaning, importance, advantages and essentials of good indexing, type of index
Retention and disposal of files: Meaning and benefits of record retention, need for disposal of files, life-cycle stages of files.

Module No. 5: Office Mechanisation and Data Processing

08

Meaning, Importance and Objectives of Office Mechanisation, Advantages and disadvantages of Office Mechanisation, Factors Determining Office Mechanisation
Kinds of Office Machines: Duplicating Machines and Photocopying Machines, Accounting, tabulating and computing machines, communication machines
Introduction to Data and Information: Distinction between Data and Information, Importance of Data and Information, Classification of Data, Classification of Information, Data Lifecycle (chart), Data Collection Methods- Primary and secondary data collection methods
Data presentation Methods of Presentation of Data
Data processing using computers: Components of Computers, Input and Output Devices, Software used in Computers (names and uses only), Computer Applications in Office' Management, Advantages and Limitations of Computerisation

Skill Development Activities:

1. Visit an office and enlist the different types of machines used in the office
2. Identify the different types of stationery used in offices today
3. Draw a data life cycle chart
4. Draw charts indicating different types of office layouts.
5. List out the advantages of office mechanisation

Text Books:

1. S.P Arora, Office Organisation and Management, Vikas Publishing House Pvt
2. M.E Thakuram Rao, Office organisation and Management, Atlantic
3. Judith Read, Mary Lea Ginn, Record Management, 10th Edition, Cengage Learning.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.2.1

Name of the Course: Financial Accounting & Reporting

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Problem Solving.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Prepare final accounts of partnership firms
- b) understand the process of public issue of shares and accounting for the same
- c) Prepare final accounts of joint stock companies.
- d) prepare and evaluate vertical and horizontal analysis of financial statements
- e) Understand company's annual reports.

SYLLABUS:	HOURS
Module No. 1: Final Accounts of Partnership Firm	10
Meaning of Partnership Firm, Partnership deed-clauses in partnership deed, Preparation of Final accounts of partnership firm-Trading and Profit and Loss Account, Profit and Loss Appropriation Account, Partners capital account and Balance sheet. Goodwill- Nature, Factors influencing goodwill and methods of valuation of goodwill (Average and super profit methods)	
Module No. 2 Issue of shares	08
Meaning of Share, Types of Shares - Preference shares and Equity shares - Issue of Shares at par, at Premium, at Discount: Pro-Rata Allotment; Journal Entries relating to issue of shares; Preparation of respective ledger accounts; Preparation of Balance Sheet in the Vertical form (Practical Problems).	
Module No. 3: Final Accounts of Joint Stock Companies	12
Statutory Provisions regarding preparation of Company Final Accounts - Treatment of Special Items, Managerial Remuneration, Tax deducted at source, Advance payment of Tax, Provision for Tax, Depreciation, Interest on debentures, Dividends, Rules regarding payment of dividends, Transfer to Reserves, Preparation of Profit and Loss Account and Balance Sheet (Vertical Form Schedule -III) (Practical Problems).	
Module No. 4: Financial Statements Analysis	12
Comparative Statements - Comparative Income Statement, Comparative Balance Sheet; Common size Statements - Common Size Income Statement, Common Size Balance Sheet - Trend Percentages. (Analysis and Interpretation).	
Module No. 5: Corporate Financial Reporting Practices	10
Corporate Financial Reporting - meaning, types, characteristics of Corporate financial report,	

users of corporate financial report; Components corporate financial report- general corporate information, financial highlights, letter to the shareholders from the CEO, management's discussion and analysis; Financial Statements-balance sheet, income statement, cash flow statement, and notes to the financial statements; Auditor's report; Significant Accounting Policies; Corporate Governance Report; Corporate Social Responsibility Report (Discuss only Role and Significance of above components of corporate financial report).

Skill Development Activities:

- 1) Collect financial statement of a company for five years and analyse the same using trend analysis.
- 2) Refer annual reports of two companies and list out the components.
- 3) Draft a partnership deed as per Partnership Act.
- 4) List out the accounting policies in annual report of the company
- 5) List out the significance of accounting policies.

Text Books:

1. Anil Kumar, Rajesh Kumar and Mariyappa, Advanced Financial Accounting, HPH
2. Arulanandam & Raman; Advanced Accountancy, HPH.
3. Hanif and Mukherjee, Corporate Accounting, Mc Graw Hill Publishers
4. Dr. Alice Mani: Advanced Financial Accounting, SBH.
5. Dr. S.N. Maheswari, Financial Accounting, Vikas Publication
6. S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication
7. Souandrajan & K. Venkataramana, Financial Accounting, SHBP.
8. A Bannerjee; Financial Accounting.
9. Dr. Janardhanan: Advanced Financial Accounting, Kalyani Publishers
10. Radhaswamy and R.L. Gupta, Advanced Accounting, Sultan Chand
11. M.C. Shukla and Grewel, Advanced Accounting

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.2.2

Name of the Course: Human Resource Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- Describe the role and responsibility of Human resources management functions on business
- Describe HRP, Recruitment and Selection process
- Describe to induction, training, and compensation aspects.
- Explain performance appraisal and its process.
- Demonstrate Employee Engagement and Psychological Contract.

SYLLABUS:	HOURS
Module No. 1: Introduction to Human Resource Management	10
Meaning and Definition of HRM – Features Objectives, Differences between Human Resource Management and Personnel Management, Importance, Functions and Process of HRM, Role of HR Manager, Trends influencing HR practices	
Module No. 2 Introduction to Human Resource Management	14
Human Resource Planning: Meaning and Importance of Human Resource Planning, Process of HRP HR Demand Forecasting- Meaning and Techniques (Meanings Only) and HR supply forecasting. Succession Planning – Meaning and Features Job Analysis: Meaning and Uses of Job Analysis, Process of Job Analysis – Job Description, Job Specification, Job Enlargement, Job Rotation, Job Enrichment (Meanings Only) Recruitment – Meaning, Methods of Recruitment, Factors affecting Recruitment, Sources of Recruitment Selection – Meaning, Steps in Selection Process, Psychometric tests for Selection, Barriers to effective Selection, Making Selection effective; Placement, Gamification – Meaning and Features.	
Module No. 3: Induction, Training and Compensation	10
Induction: Meaning, Objectives and Purpose of Induction, Problems faced during Induction, Induction Program Planning. Training: Need for training, Benefits of training, Assessment of Training Needs and Methods of Training and Development; Kirkpatrick Model; Career Development. Compensation: Direct and Indirect forms of Compensation (Meaning Only), Compensation Structure.	

Module No. 4: Performance Appraisal, Promotion & Transfers**14**

Performance appraisal: Meaning and Definition, Objectives and Methods of Performance Appraisal – Uses and Limitations of Performance Appraisal, Process of Performance Appraisal
Promotion: Meaning and Definition of Promotion, Purpose of Promotion, Basis of promotion
Transfer: Meaning of Transfer, Reasons for Transfer, Types of Transfer, Right Sizing of Work Force, Need for Right Sizing

Module No. 5: Employee Engagement and Psychological Contract**08**

Employee Engagement (EE): Meaning and Types of EE, Drivers of Engagement - Measurement of EE, Benefits of EE. **Psychological contract:** Meaning and features

Skill Development Activities:

1. Preparation of Job Descriptions and Job specifications for a Job profile
2. Choose any MNC and present your observations on training program
3. Develop a format for performance appraisal of an employee.
4. Discussion of any two Employee Engagement models.
5. Analysis of components of pay structure based on the CTC sent by the Corporate to the institute for the various jobs of different sectors.

Text Books:

1. Rajkumar S and Nirmala M (2021); Jayvee International Publications, Bangalore.
2. Aswathappa, Human Resource Management, McGraw Hill
3. Edwin Flippo, Personnel Management, McGraw Hill
4. C.B.Mamoria, Personnel Management, HPH
5. Subba Rao, Personnel and Human Resources Management, HPH
6. Reddy & Appanainah, Human Resource Management, HPH
7. Madhurimalal, Human Resource Management, HPH
8. S.Sadri & Others: Geometry of HR, HPH
9. Rajkumar: Human Resource Management I.K. Intl
10. Michael Porter, HRM and Human Relations, Juta & Co.Ltd.
11. K. Venkataramana, Human Resource Management, SHBP 12. Chartered Accountants of India, New Delhi

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.2.3

Name of the Course: Modern Retail Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the Organised retail sector and its operations.
- b) Understand the concept of shoppers' behaviour, model of buyer behaviour and types of buying situations
- c) Demonstrate the skill of Stores Operation & develop the skill to deal with customers and understand their needs to sustain in the market.
- d) Demonstrate the skills of retailers to use marketing tools and techniques to interact with their customers.
- e) Understand the development & use of Information Technology in Retailing.

SYLLABUS:	HOURS
Module No. 1: Introduction to Retail Business	10
Definition - functions of retailing - types of retailing - forms of retail business ownership. Retail theories - Wheel of Retailing - Retail life cycle. Retail business in India: Influencing factors - present Indian retail scenario, International perspective in retail business.	
Module No. 2: Consumer Behaviour in Retail Business	12
Buying decision process and its implication on retailing - Influence of group and individual factors, Customer shopping behaviour, Customer service and customer satisfaction. Retail planning process: Factors to consider in preparing a business plan - implementation - risk analysis.	
Module No. 3: Retail Operations	10
Factors influencing location of Store - Market area analysis - Trade area analysis - Rating Plan method - Site evaluation. Retail Operations: Stores Layout and visual merchandising, Stores designing, Space planning, Inventory management, Merchandise Management, Category Management.	
Module No. 4: Retail Marketing Mix	16
Introduction -Product: Decisions related to selection of goods (Merchandise Management revisited) - Decisions related to delivery of service. Pricing: Influencing factors - approaches to pricing - price sensitivity - Value pricing - Markdown pricing. Place: Supply channel - SCM principles - Retail logistics - computerized replenishment system - corporate replenishment policies. Promotion: Setting objectives - communication effects - promotional mix. Human Resource Management in Retailing - Manpower planning - recruitment and training -	

compensation - performance appraisal Methods.

Module No. 5: Impact of Information Technology in Retailing

08

Non store retailing (e-retailing) - The impact of Information Technology in retailing - Integrated systems and networking - EDI - Bar coding - Electronic article surveillance - Electronic shelf labels - customer database management system. Legal aspects in retailing, Social issues in retailing, Ethical issues in retailing.

Skill Development Activities:

1. Draw a retail life cycle chart and list the stages
2. Draw a chart showing a store operations
3. List out the major functions of a store manager diagrammatically
4. List out the current trends in e-retailing
5. List out the Factors Influencing in the location of a New Retail outlet.

Text Books:

1. Suja Nair; Retail Management, HPH
2. Karthic - Retail Management, HPH
3. S.K. Poddar & others - Retail Management, VBH.
4. R.S Tiwari ; Retail Management, HPH Barry Bermans and Joel Evans: "Retail
5. Management - A Strategic Approach", 8th edition, PHI/02
6. A.J.Lamba, "The Art of Retailing", 1st edition, TataMcGrawHill, NewDelhi, 2003.
7. SwapnaPradhan:RetailingManagement,2/e,2007&2008,TMH
8. K.Venkataramana, Retail Management, SHBP

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.2.7a (OEC)

Name of the Course: People Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 Credits	3 Hrs	42 Hrs

Pedagogy: Classrooms lecture, Tutorials, Seminar, Case Studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Ability to examine the difference between People Management with Human resource Management.
- b) Ability to explain the need for and importance of People Management.
- c) Ability to explain role of manager in different stages of performance management process
- d) Ability to list modern methods of performance and task assessment.
- e) Ability to analyse the factors influencing the work life balance of a working individual.

SYLLABUS:	HOURS
------------------	--------------

Module No. 1: Introduction to People Management	07
--	-----------

Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.

Module No. 2: Getting Work Done and Assessment and Evaluation	10
--	-----------

Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members.
Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.

Module No. 3: Building Peer Networks and Essentials of Communication	10
---	-----------

Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members. Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.

Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication

Module No. 4: Motivation

08

Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation

Module No. 5: Managing Self

07

Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.

Skill Development Activities:

1. Analyse two cases on any of the above content indicated above.
2. List out the modern tools to performance assessment and evaluation.
3. Conduct a survey of work life balance of working individuals
4. Draft a Career development of working individual in the middle level management.

Text Books:

1. McShane, Steven L. and Mary Ann Von Glinow, *Organizational Behavior: Emerging Knowledge and Practice for the Real World*. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
2. Bernardin, H. John and Joyce E. A. Russell. *Human Resource Management: An Experiential Approach*. McGraw-Hill, 6/e. ISBN: 0078029163
3. Argyris, C. (1974). *Personality vs. Organization*. *Organizational Dynamics*. Vol. 3. No. 2, Autumn.
4. Blume, B. Baldwin, T. and Ryan, K. (2013). *Communication Apprehension*.
5. A barrier to student's leadership, adaptability and multicultural appreciation. *Academy of Management Learning & Education*, Jun, Vol. 12 Issue 2, p158- 172.
6. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) *Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition)*. New York: McGraw-Hill.
7. Goleman, D. (1998). *Working with Emotional Intelligence*. Bantam Books.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.2.7b (OEC)

Name of the Course: Public Administration and Business

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 Credits	3 Hrs	42 Hrs

Pedagogy: Classrooms lecture, Tutorials, Seminar, Case Studies.

Course Outcomes: On successful completion of the course, the students will be able to

- Explain the basic concept of public administration and its relevance for business;
- Explain the difference between Public administration and Business Administration;
- Analyze the concept of good society and its impact on business;
- Analyze the impact of political system on business environment in India;
- Evaluate the impact of judicial system on business environment in India;
- Assess the impact of governance and public policies on business.

SYLLABUS:	HOURS
Module No. 1: Introduction	08
Public Administration- meaning, nature and scope and limitations; Concept and functions of a welfare state; Emergence of civil society; Factors leading to emergence of civil society; Concept of liberty, Theories of liberty; Concept of equality, Dimensions of equality; Concept of justice, dimensions of justice. Similarity and Dissimilarity between Public Administration and Business Administration	
Module No. 2: Idea of a Good Society	08
Good society: Need and Importance, Moral Reasoning, Theories of Moral Reasoning; Diversity, Equity and Equality; Leadership; Responsibility, Accountability; Globalization and society; Cross cultural issues; Ethical Conduct of National and Multinational Corporations.	
Module No. 3: Political System and Business	08
Constitution of India- Preamble, Fundamental rights, Directive Principles of state policies; India's federal system, NITI AYOJ- role and functions; Impact of political system on business environment- policies, programmes and procedure; Ease of doing business; Start-up India, Stand Up India, Make in India, Recent trends in taxation policies-impact on investment and business.	
Module No. 4: Judicial System and Business	08
Judicial System- features and structure; Jurisdiction, Powers and Functions, Judicial Review, Judicial Activism and business, Human Rights and business challenges and opportunities, Social Justice. Public Interest Litigation and writs challenges and opportunities for business	
Module No. 5: Governance and Public Policy	10
Governance- Concept and Nature; Public accountability; Redressal of public grievances with special reference to RTI, Lokpal and Lokayukta, Election Commission, Association for Democratic Reforms (ADR), Bringing people closer to Administration: E-governance; Political Representation,	

Decentralization of Governance- Panchayati Raj System, Urban Local Bodies

Skill Development Activities:

1. Analyze cases from real life regarding fundamental rights, freedom of expression, and civil society
2. Discuss case studies from real life regarding equity and equality in the context of organisations.
3. 3a. Evaluate the ease of doing business parameters in the context of a specific sector.
3b. Practice session as Mock Parliament.
4. Practice session as Moot Court related to business cases.
5. Discuss case study on decentralization of governance and present key learnings.

Text Books:

1. Basu, D. D. (2015). Introduction to the Constitution of India. New York: LexisNexis.
2. Fadia, B. L., & Fadia, K. (2017). Indian Government and Politics. Uttar Pradesh: Sahitya Bhawan.
3. Granville, A. (1999). The Indian Constitution: Cornerstone of a Nation. Oxford: Oxford University Press.
4. Granville, A. (2003). Working a Democratic Constitution: A History of the Indian Experience. Oxford: Oxford University Press.
5. Kashyap, S. C. (2011). Our Constitution. New Delhi: National Book Trust.
6. Sapru, R. K. (2012). Public Policy: Formation, Implementation and Evaluation. New York: Sterling Publishers.
7. Singh, M. P., & Saxena, R. (2008). Indian Politics: Contemporary Issues and Concerns. Delhi: PHI Learning.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.3.1

Name of the Course: Cost Accounting

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Seminar.

Course Outcomes: On successful completion of the course, the students will be able to :

- a) Imbibe conceptual knowledge of Cost accounting.
- b) Differentiate methods of costs per unit of production.
- c) Acquaint with the procedure of storekeeping, documentation of material receipt and issue, technique on managing the inventory
- d) Understand the procedure of Labor Turnover, remuneration and bonus methods, also be able to calculate labor cost
- e) Identify the Procedure for Reconciliation of Cost And Financial Accounts.

SYLLABUS:	HOURS
------------------	--------------

Module No. 1: Introduction to Cost Accounting	14
--	-----------

Introduction - Meaning - Objectives- Importance and Uses of Cost Accounting - Functions of Cost Accounting - Department in an Organisation - Difference between Cost Accounting and Financial Accounting- Various Elements of Cost and Classification of Cost - Cost object, Cost unit, Cost driver, Responsibility centres; Cost reduction and Cost control - Methods and Techniques of Costing (Meanings Only) - Use of IT in Cost Accounting - Limitations of Cost Accounting - Cost Sheet: Meaning and Cost heads in a Cost Sheet - Presentation of Cost Information in Cost Sheet / Statement - Problems on Cost Sheet, Tenders and Quotations.

Module No. 2: Material Cost	12
------------------------------------	-----------

Meaning - Types: Direct material, Indirect material. Material Control - Purchasing procedure - Store Keeping - Technique of Inventory Control - Level settings - EOQ - ABC Analysis- FSN Inventory - VED Analysis - Just-In- Time - HML Inventory - Physical Control- KANBAN - Perpetual Inventory System (Concepts only)- Documents used in Material Accounting - Methods of Pricing Material Issues: FIFO, LIFO, Weighted Average Price method and Simple Average Price Method Problems.

Module No. 3: Labour Cost	10
----------------------------------	-----------

Meaning - Types: direct labour- Indirect Labour-time Keeping - Time booking - Idle time- - Treatment of Normal and Abnormal Idle time -Over Time - labour Turnover - Methods Of labour Remuneration: Time Rate System, Piece Rate System, Incentive systems (Halsey Plan, Rowan Plan & Taylor's differential Piece Rate System)- Problems.

Module No. 4: Overhead**12**

Meaning and Definition – Classification of Overheads – Procedure for Accounting and Control of Overheads – Allocation of Overheads – Apportionment of Overheads – Primary Overhead Distribution Summary – Secondary Distribution Summary – Repeated distribution Method and Simultaneous Equation Methods – Absorption of Factory Overheads – Methods of Absorption (theory Only)

Module No. 5: Reconciliation of Cost & Financial Accounts**08**

Reasons for differences in Profits under Financial and Cost Accounts; Procedure for Reconciliation – Ascertainment of Profits as per Financial Accounts and Cost Accounts and Reconciliation of Profits of both sets of Accounts – Preparation of Reconciliation Statement – Problems.

Skill Development Activities:

- 1) Draft the Specimen of any two-document used in material accounting.
- 2) List the documents required in Inventory Management.
- 3) Calculate the amount of Wages under Halsey / Rowan Plans, using imaginary data.
- 4) Demonstrate the valuation of inventory using any one method of pricing material issues.
- 5) Prepare a contract account with imaginary figure.

Text Books:

- 1) Jain and Narang. Cost Accounting, kalayani Publishing House.
- 2) M.N Arora cost Accounting, HPH
- 3) M.V. Shukla – Cost and management Accounting
- 4) N.K. Prasad: Cost Accounting, Books Syndicate Pvt.Ltd.
- 5) Dr. V Rajeshkumar, Dr.R.K Srikanth – Cost
- 6) P C Tulsian, Cost Accounting – MHE India
- 7) Nigam & Sharma: Cost Accounting, HPH
- 8) Dr. B. Mariyappa: cost Accounting, HPH
- 9) B.S. Raman, cost Accounting, United Publisher
- 10) Ravi M. Krishore – cost Management - Taxmann

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.3.2

Name of the Course: Banking Law and Practice

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Seminar.

Course Outcomes: On successful completion of the course, the students will be able to :

- a) Understand the basic concepts of banker and customer.
- b) Understand the different types of service like types of accounts and lending of funds.
- c) Understand different types of negotiable instruments available in banks.
- d) Undertand the operations of banking.
- e) Analyze the trends and innovations in banking.

SYLLABUS:	HOURS
Module No. 1: Banker and Customer	12
Introduction - Meaning and Definition of Banker and Customer - General and Special Relationship Between Banker and Customer. Special Types of Customers - Minor, Joint Account, Partnership, Joint Stock Company, Trustee, Clubs and Associations.	
Module No. 2: Types of Accounts and Lending of Fund	12
Savings Bank Account, Current Account and Fixed Deposit Account - Features, Procedure for opening these Accounts. Lending of Funds - Different types of Loans, Overdrafts, Discounting of Bills, and Cash Credit& Principles of Bank Lending.	
Module No. 3: Negotiable Instruments	12
Introduction - Meaning & Definition - Features - Kinds of Negotiable Instruments: Meaning, Definition & Features of Promissory Notes, Bills of Exchange & Cheques. Crossing of Cheques - Types of Crossing, Material Alteration. Endorsements: Meaning, Essentials & Kinds of Endorsement	
Module No. 4: Banking Operations	10
Collecting Banker: Meaning-Duties & Responsibilities of Collecting Banker-Holder for Value-Holder in Due Course - Statutory Protection to Collecting Banker. Paying Banker: Meaning-Precautions-Statutory Protection to the Paying Banker-Dishonor of Cheques - Grounds for Dishonor - Consequences of wrongful dishonor of Cheques.	
Module No. 5: Banking Innovations	10
New technology in Banking - E-services - Debit and Credit cards. Internet Banking, ATM, Electronic Fund Transfer, MICR, RTGS, NEFT, IMPS, DEMAT, e-banking, Core Banking and Mobile Banking, Recent Payment Gateways(UPI, Paytm etc.)	

Skill Development Activities:

1. Collect and fill account opening form of SB A/c or Current A/c
2. Collect and fill pay in slip of SB A/c or Current A/c.
3. Draw specimen of Demand Draft.
4. Draw different types of endorsement of cheques.
5. Draw specimen of Travellers Cheques / Gift cheques / Credit cheques.
6. List various customer services offered by atleast 2 banks of your choice.

Text Books:

1. Gordon & Natarajan: Banking Theory Law and Practice, HPH
2. S. P Srivastava; Banking Theory & Practice, Anmol Publications.
3. Tannan M.L: Banking Law and Practice in India, Indian Law House
4. Sheldon H.P: Practice and Law of Banking.
5. K. Venkataramana, Banking Operations, SHBP.
6. Kothari N. M: Law and Practice of Banking.
7. Neelam C Gulati: Principles of Banking Management.
8. Maheshwari. S.N.: Banking Law and Practice, Vikas Publication
9. Shekar. K.C: Banking Theory Law and Practice, Vikas Publication.
10. Dr. Alice Mani: Banking Law and Operation, SBH.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.3.3

Name of the Course: Advertising and Sales Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

1. Understanding the basics of advertising.
2. Ability to analyze the reach and frequency of advertisements.
3. Develop design and understand the execution of advertisements.
4. Understand different sales promotion techniques.
5. Developing international advertisement campaign.

SYLLABUS:	HOURS
Module No. 1: Sales Promotion	10
Introduction to Sales Promotion, Scope and Role of Sale Promotion, Definition, Objective Sales Promotion Sales Promotion Techniques, Trade Oriented and Consumer Oriented. Identification, Designing of Sales Promotion Campaign, Involvement of Salesmen and Dealers, out Sourcing Sales Promotion National and International Promotion Strategies, Integrated Promotion, Online Sales Promotions.	
Module No.2: Introduction Advertisement	12
Advertising - Meaning and Definition, Purpose and Functions, Changing Concept of Advertising, Social and Economic Aspects Advertising, Importance of Advertising in the Marketing Mix. Advertising in India, Ethics, Morality In Relation to Advertising. Types of Advertising- Consumer, Institutional, Retail, Trade, and Professional.	
Module No. 3: Advertising Planning and Decision Making	12
Planning Framework, Marketing Strategy and Situational Analysis, Marketing Plan, Communication and Persuasion Process, DAGMAR Approach, Advertising Plan, Advertising Budget, Facilitating Agencies. Identifying Prospects, Ad Appeals, Stimulating and Expanding Demand, Other Functions of Advertising. Art of Copywriting, introduction Advertising Agencies	
Module No. 4 Design and Execution of Advertisements	12
Message Development, Different Types of Advertisements, Layout, Design Appeal, Copy Structure, Advertisement Production, Print, Radio. T.V. and Web Advertisements, Media Research, Testing Validity and Reliability of Ads, Measuring Impact of Advertisement	
Module No. 5: International Advertising	10
Complexities and issues; Developing international advertising campaign; Advertising of Indian products in abroad.	

Skill Development Activities:

- 1) Drafting an advertisement copy
- 2) List 10 Qualities of a good sales man
- 3) Chart showing different types of advertisement
- 4) Design a sales promotion campaign
- 5) List any 5 Indian companies which are advertising their products abroad

Text Books:

1. Kenneth Clow. Donald Baack, "Integrated Advertisements, Promotion and Marketing Communication", Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
4. Julian Cummings, "Sales Promotion", Kogan Page, London 1998.
5. E.Betch and Michael, Advertising and Promotion, MC. Graw Hill

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.3.7(OEC)

Name of the Course: Social Media Marketing

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 Credits	3 Hrs	42 Hrs

Pedagogy: Classrooms lecture, Tutorials, Seminars.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the landscape of traditional, digital and social media marketing.
- b) Able to Explain the social media planning cycle.
- c) Able to identify the target audience and its importance in social media marketing.
- d) Understand the major social media platforms, their benefits and role they play in marketing.
- e) Choose the right social media platform and learn how to create profile in social media platforms.

SYLLABUS:	HOURS
Module No. 1: Social Media Marketing	08
Introduction, meaning, History, Role of Social media Marketing, Myths of Social Media Marketing, How Social Media Marketing is Different from Traditional and Digital Marketing, who is Social Media Marketer, Characteristics of a Social Media Marketer, Careers in Social Media Marketing.	
Module No. 2: Social Media Marketing Plan	08
Meaning of Social Media Marketing Plan, SMM Planning Cycle, Ways to Listen and Observe the Social Web, Valid Metrics Framework and its role in setting SMM Objectives, How to Create Social Media Strategies	
Module No. 3: Identifying Target Audience	08
Meaning of Target Audience, Importance of audience targeting in SMM, SMM targeting process, Optimization in SMM, SMM Ethics, Different types of SMM	
Module No. 4: Introduction to Social Media Platforms	08
Overview, Meaning, Characteristics, Benefits of social media platform for Marketing, Roles of different social media platform in marketing, profile creation in different social media platforms.	
Module No. 5: Types of Social Media Platforms	10
Facebook marketing: Meaning, Formats of Facebook Marketing. LinkedIn Marketing: Meaning, Formats of Facebook LinkedIn. Youtube Marketing: Meaning, Formats of Youtube Marketing.	

Instagram Marketing: Meaning, Formats of Instagram Marketing.

Skill Development Activities:

1. List out the myths and ethics of social media marketing.
2. Creating a short video for advertising in any one of the social media platform.
3. Create Social media account for your imagined business.
4. List out target audience identification process.
5. List out the roles of different social media platform.

Text Books:

1. Jeremy Preace, Social Media Marketing 2021, Independently Published on 18th march 2021.
2. Barker, Bormann, Roberts & Zahay, Social Media Marketing - a strategic approach, 2nd edition, Cengage learning publication.
3. Eric Butow, Jenn Herman, Stephanie Liu, Amanda Robinson and Mike Allton, Ultimate guide to Social Media Marketing, Entrepreneur press publication
4. Prof. Nitin C. Kamat, B.E. (Elect.) and Mr. Chinmay Nitin Kamat, Digital Social Media Marketing, Himalaya Publishing House
5. Sameer Deshpande and Nancy.R. Lee , Social Media Marketing in India, Sage Response Publication.
6. Gary Clarke, Social Meida Marketing, Draft2digital publication.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.4.1

Name of the Course: Statistics for Business Decisions

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar.

Course Outcomes: On successful completion of the course, the Students will be able to:

- a) Provide basic knowledge of statistics and their application to business situations.
- b) Analyse different sources of data and methods of collection
- c) Graphically represent the statistical data
- d) Analyse statistical data using measures of central tendency
- e) Apply the concept of measures of dispersion & skewness

SYLLABUS:	HOURS
Module No. 1: Introduction	08
Meaning, Definitions, Functions, Uses of Statistics, Types of statistics-Descriptive and Inferential and Distrust of Statistics, Scale of measurement-Nominal, ordinal, Interval and Ratio.	
Module No. 2: Data and its Collection	12
Types of Data - Primary and Secondary Data - Methods for Collection of Primary Data - Sources of Secondary Data, Sampling & methods of sampling Classification - Meaning and types of classification; Tabulation - Meaning, Rules for Construction of Table, Parts of Statistical Table and Problems on Tabulation.	
Module No. 3: Diagrammatic and Graphic Representation of Statistical Data	12
Meaning, Types of Diagrams, Simple bars, Multiple bars, Subdivided bar diagram, Two dimensional diagrams, Percentage, Pie charts, Scatter plots, Histogram - Location of Mode through Histogram; and Ogive Curves - Location of Median and Quartiles through Ogive Curves.	
Module No. 4: Measures of Central Tendency	12
Meaning and Definition Types of averages - Arithmetic Mean (Simple and Weighted), Calculation of mean for Individual, Discrete, Continuous series-problems using direct method only Median: Calculation of median for individual, Discrete & continuous series	

Mode: Calculation of mode for individual, Discrete & Continuous series. Graphical representation of median and mode - Ogive- curve, histogram, smoothed frequency curve and frequency polygon.

Module No. 5: Measures of Dispersion & Skewness

12

Meaning - Absolute and Relative Measures of Dispersion - Types of Dispersion - Range, Quartile Deviation, Standard Deviation, Co-efficient of each method.

Skewness- Meaning - Types of Skewness, Measures of Skewness - Absolute and Relative Measures of Skewness - Karl Pearson's Coefficient of Skewness and Bowley's Coefficient of Skewness.

Skill Developments:

1. Draw a blank table showing different attributes
2. Collect marks scored 50 students in a examinations and prepare a frequency distributions table
3. Collect data relating to prices of shares of two companies for ten days and ascertain which companies shares prices is more stable
4. Collect the run scored by the two batsmen in ten one day international cricket matches, find who better run getter is and who is more consistent.
5. Graphically represent the imaginary data using pie chart.

Text Books:

1. Chikoddi & Satya Prasad : Quantitative Analysis for Business Decision, HPH
2. Dr. Alice Mani: Quantitative Analysis for Business Decisions - I, SBH.
3. S.C Gupta: Business Statistics, HPH
4. N.V.R Naidu: Operation Research I.K. International Publishers.
5. Sanchethi and Kapoor: Business Mathematics, Sultan Chand
6. Ellahance : Statistical Methods, KitabMehel
7. Dr. B N Gupta, Statistics, Sahithya Bhavan

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.4.2

Name of the Course: Retail Logistic Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Seminar, Case Studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Imbibe the Conceptual knowledge of the elements of retail logistics.
- b) Understand the role and application of logistics drivers in retail supply chain.
- c) Explain how technology plays an important role in effective logistics of retail industry.
- d) Analyse how logistics performance can be measured using various tools in retail industry.
- e) Analyse issues and challenges in execution of efficient and effective logistics functions in retail industry.

SYLLABUS:	HOURS
Module No. 1: Logistics Framework	12
Meaning- definition of Logistics - Concept- Objective and Scope of Logistics - Functions - Elements - Transportation, Warehousing, Inventory Management, Packing and Unitization, Control and Communication.	
Module No. 2: Organizational Structure for Global Logistics Excellence	10
Organizational Structure meaning - Global Logistics - New organizations related to manufacturing and logistics Operations - The Organizational Implications of Sectorial Logistics Co-Operation -The International Factor in Global Organizations.	
Module No. 3: Retail Logistics Network Design for Global Operations	14
Global Logistics Network Configuration-Orienting International Facilities- Considerations and Framework-Trade-offs Associated with each Approach - Mapping the Different Approaches-Capacity Expansion Issues - Information Management for Global Logistics - The Global LIS/LITS - Capabilities and Limitations - Characteristics of Logistics Information and Telecommunications Systems.	
Module No. 4: Performance Measurement and Evaluation in Global Logistics	10
Introduction - Operations and Logistics Control - Key Activities Performance Information - Measuring Performance in Functional Integration - Measuring Performance in Sectorial Integration.	
Module No. 5: Role of Information Technology in Logistics	10

Meaning - Information Technology Integration - Inter-organizational Information system - Logistics Service Firms and Third-Party Logistics.

Skill Development Activities:

1. Draft an organization structure for Global logistics.
2. List out logistics service firms.
3. Design retail network design.
4. Draw a flow chart on logistics.
5. Design the flow management system.

Text Books:

- 1) Rushton, A., Oxley, J & Croucher, P (2nd Edition, 2000). Handbook of Logistics and Distribution Management. Kogan Page.
- 2) Simchi-Levi, David, Kamisnsky, Philip, and Simchi-Levi, Edith. (2nd Edition, 2004). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Irwin/McGraw Hill.
- 3) Global Operations and Logistics, Text & Cases, Phillippe-pierreDornier, RichardoErstn, John Wiley & Sons.
- 4) Textbook of Logistic and supplychain Management, D.K. Agarwal, Trinity, lakshmi Publication.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.4.3

Name of the Course: ICT Application in Retail Business

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar

Course Outcomes: On successful completion of the course, the Students will be able to

- a) Understand the concept of Information and Communication Technology.
- b) Enhance the Knowledge on Computing Hierarchy, System Architecture, Operating Systems, Computing types and Application Programming.
- c) Understand the different IT Applications used in Retail Business.
- d) Identify some inconclusive methods retailers may use to gather information and make decisions.
- e) Present the Purpose and use of Technology of Retail Information System

SYLLABUS

HOURS

Module No. 1: Introduction to ICT

12

Introduction, Meaning of ICT, Evolution of ICT, Information System - Types of Information System, Internet Based Business Systems, Value Chain Reconstruction for E-Business, IT Management Challenges and Issues, Critical Success Factors for IT Managers.

Module No. 2: Hardware, Software and Communication

12

Computing Hierarchy, Input - Output, Technologies, Hardware Issues, System Architecture, Operating Systems, Network Operating Systems, Grid Computing, Mobile Computing, Ubiquitous Computing, Application Programming, Managing Application Development, Data Resources, Managing Data Resources.

Module No. 3: IT Applications in Retail

12

Enterprise Resource Planning: Enterprise System, Expert System, Decision Support System, Neural Networks, Executive Information System, Customer Relationship Management System, Supply Chain Management Systems, Knowledge Management, Data Warehousing, Data Mining, Virtual Reality, E-Business and Alternatives, E-Business Expectations and Customer Satisfaction.

Module No. 4: Retail Information System**12**

Retail Information System- Objectives characteristics and Purpose of Retail Information system, Role of Technology in Managing Retail, Auto Identification, Data Capture and Product Marking, Smart Cards.

Module No. 5: Recent technology trends in Retail**08**

Payments System at POS, PoS Systems and Ecommerce, EPOS Products and Supplier, Approaches to EPOS. Internet of Things, Indoor positioning systems (IPS), Augmented Reality for Consumers and Workers, Robots and Automation in Retail, Voice Commerce.

Skill Developments:

1. Take any one Retail Store and show how a Technology based CRM Solution can be implemented.
2. Draw a Chart depicting Neural Network used in Retail to collect Information.
3. Flow Diagram of Decision Support System Representing Components.
4. Draw a POS System used in different Retail Stores.
5. List out the Recent Information Technology trends in Business.

Text Books:

1. Sinha & Sinha, Fundamentals of Computers, BPB Publication
2. Garroll W. Frenzel|Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston, 2004.
3. Henry C. Lucas. Jr, Information Technology - Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005.
4. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004.
5. Swapna Pradhan, Retailing Management, Tata McGraw Hill Publishing Company, New Delhi 5, Barry Merman, Joel R. Evans, Retail Management, Pearson Education

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.4.7(OEC)

Name of the Course: Creativity and Innovation

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 Credits	3 Hrs	42 Hrs

Pedagogy: Classrooms lecture, Tutorials, case studies and seminars.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the concept of creativity.
- b) Analyze the Importance of Innovation
- c) Understand the various forms and characteristics of arts.
- d) Understand business incubators, start ups and innovation.
- e) Understand the global perspective on creativity and innovation.

SYLLABUS:	HOURS
Module No. 1: Overview of Creativity	08
Meaning and Concept of Creativity, Creativity Process, Nature and Characteristics of creativity Factors affecting Creativity, Understanding creativity from studying the profiles of most creative personalities.	
Module No. 2: Innovation Management	08
Meaning and Importance, creativity and innovation, case studies on innovation business ideas like red bus, flipkart, ola, big basket, Process of obtaining patent relating to Innovation	
Module No. 3: Creativity : Tools & Techniques	08
Understanding different tools & techniques of creativity-Brain storming-Negative brain storming-Brain Writing-Role Playing-Mind Mapping-Metamorphical thinking-Mood boards-Gallery method	
Module No. 4: Incubators and Accelerators	08
The Business Incubators and Accelerators, The Business Incubator Players, Start-ups and Innovations Design Thinking and Innovation, Artificial Intelligence (AI) and Innovation.	
Module No. 5: Global Perspectives on Creativity and innovation	10
Global Perspectives on Creativity and innovation, Researching/Assessing Creativity Need for Creativity and Innovation in Organization, Tools and techniques in creativity.	

Skill Development Activities:

1. Study the profiles of most creative personalities.
2. Study the innovative business ideas.
3. List out various forms and characteristics of various painting traditions.
4. List out atleast 4 case studies related the use of artificial intelligence in innovation.
5. List out the global companies and its perspectives on creativity and innovation.

Text Books:

1. S.S.Khanka, Creativity and Innovation in Entrepreneurship, Sultan Chand & Sons Publication 2021.
2. Dr. K. Jayalakshamma and Rumana Tabassum, Creativity and Innovation, Himalaya Publishing House.
3. Vinnie Jauhari & Sudhanshu Bhushan, Innovation Management, Oxford University Press.
4. Sholmomaital, DVR Seshadri, Innovation Management, Response Books 2007.
5. Indian Art by Partha Mitter.
6. Art of India Pre History to present by Frederick M Asher.
7. Contemporary Indian Art and other realities by Yashodhara Dalmia.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.5.1

Name of the Course: International Business

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understanding the concept of international business.
- b) Analyse the stages in globalization.
- c) Understand the role of MNC's in international business.
- d) Inherit the applications of international marketing information.
- e) Understand the procedure of import and export.

SYLLABUS:	HOURS
Module No. 1: Introduction to International Business	10
Meaning and Definition - Nature - Forms of International Business - Approaches to International Business - Theories of International Trade - Mode of entry into international business	
Module No. 2: : Globalization	10
Meaning and Definition - Features - Stages - Manifestation of Globalization - Essential Conditions for Globalization - Advantages and Disadvantages - India and Globalization.	
Module No. 3: Role of MNC's In International Business	12
Meaning and Definitions - Distinction between Domestic & Foreign Companies - Types of MNCs - Organizational Structure of MNCs - Role of MNCs in the development of international business - Role of MNCs in the development of Indian business.	
Module No. 4: International Marketing Intelligence	12
Meaning - International Marketing Information - Source of Information - International Marketing Information System - International Marketing Research - Application of International Marketing Information	
Module No. 5: Exim Trade	12
Export Trade: Procedure, Steps & Documentation, Direction of India's Export Trade -Export Financing. Import Trade: Procedure, Steps, Documentation. EXIM Policy - EXIM Finance: EXIM Bank, Commercial Banks. Foreign Exchange Settlements: Mode and Procedure of settlements.	
Skill Development Activities:	
<ol style="list-style-type: none">1. List any three MNC's operating in India along with their products or services offered.2. List out the essential conditions for globalization.	

3. Prepare a chart showing currencies of different countries
4. Tabulate the foreign exchange rate of at least 2 countries for 1 month
5. Collect and Paste any 2 documents used in Import and Export trade.

Text Books:

1. Dr. Aswathappa International Business, Himalaya Publishing House.
2. Francis Cherunilam: International Business, Prentice Hall of India
3. P. SubbaRao - International Business - HPH
4. Jyothi - International Business.
5. Anagai, Cheema&Others; Glimpses of Emerging Trends in Trade and Development.
6. P.K Sinha&S.Sinha - International Business Management.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.5.2

Name of the Course: Income Tax - I

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classroom lecture, Tutorials, Problem solving.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the framework of income tax as well scheme of taxation.
- b) Understand different exempted incomes u/s 10.
- c) Determine the residential status of individual.
- d) Ability to solve the practical problems on income from salary.
- e) Ability to solve the practical problems on income from House Property.

SYLLABUS:	HOURS
Module No. 1: Introduction to Income Tax	10
Introduction, meaning and types of taxes, brief history of income tax in India, legal framework, canons of taxation, important definition – assessment, assessment year, previous year(including exceptions), Assesse, Person, Income, Casual Income, Gross Total Income, Agricultural Income (including Scheme of Partial Integration – Theory Only) – Scheme of taxation.	
Module No. 2: Exempted Incomes	10
Introduction, Exempted Incomes U/S 10 - Restricted to Individual Assesse.	
Module No. 3: Residential Status and Incidence of Tax	12
Intoduction, types of residents, Residential Status of an Individual –Determination of Residential Status – Incidence of Tax – Problems	
Module No. 4: Income under the head Salaries	12
Meaning – Definition - Basis of Charge– Advance Salary – Arrears of Salary – Allowances – Perquisites– Provident Fund - Profits in Lieu of Salary – Gratuity -Commutation of Pension - Encashment of Earned leave - Compensation for voluntary retirement - Deductions from Salary U/S 16 – Problems on Income from Salary.	
Module No. 5: Income from House Property	12
Introduction, basis of charge, deemed owners, house property incomes exempt from tax, computation of income from let out house property, computation of income from self occupied property, deductions from annual Value, some special provisions relating to house property	
Skill Development Activities:	
<ol style="list-style-type: none">1) Present the framework of Taxation in India.2) List at least 10 incomes exempt from tax3) Ascertain the Residential Status of an individual with imaginary data of arrivals and departures.	

- 4) Compute Taxable Salary of at least two individuals with imaginary figures.
- 5) Compute Taxable Income from House Property of two houses (one let-out and one self-occupied), with imaginary figures.

Text Books:

- 1) Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
- 2) B.B. Lal: Direct Taxes, Konark Publisher (P) ltd.
- 3) Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
- 4) Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
- 5) Gaur & Narang: Income Tax.
- 6) 7 Lectures – Income Tax – I, VBH
- 7) Dr.V.Rajesh Kumar and Dr.R.K.Sreekantha: Income Tax – I, Vittam Publications.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code:B.VOC.RM.5.3

Name of the Course: Financial Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, and Problem Solving

Course Outcomes: On successful completion of the course, the students will be able to

- a) Demonstrate the applicability of the concept of Financial Management
- b) Understand the managerial Decisions and Corporate Capital Structure
- c) Apply the Leverage and EBIT, EPS Analysis associate with Financial Data in the corporate
- d) Analyse the complexities associated with management of cost of funds in the capital Structure
- e) Develop and evaluate alternate managerial decisions and identify optimal solutions

SYLLABUS:	HOURS
Module No. 1: Introduction to Financial Management	08
Introduction - Meaning of Finance - Business Finance - Finance Functions - Organization structure of Finance Department - Financial Management - Goals of Financial Management - Financial Decisions - Role of a Financial Manager - Financial Planning - Steps in Financial Planning - Principles of Sound Financial Planning - Factors influencing a sound financial plan.	
Module No. 2: Time Value of Money	08
Meaning, Need, Future Value (Single Flow - Uneven Flow & Annuity) - Present Value (Single Flow - Uneven Flow & Annuity) - Doubling Period - Concept of Valuation: Valuation of Bonds, Debentures and shares. Simple Problems.	
Module No. 3: Financing & Dividend Decisions	14
Financing Decision: Sources of Long-Term Finance - Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure - EBIT, EPS Analysis, Leverages - Problems. Dividend Decision: Meaning & Determinants of Dividend Policy, Types of Dividends, Bonus shares (Concept only).	
Module No. 4: Investment Decision	14
Meaning and Scope of Capital Budgeting, Features & Significance, Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and profitability index. Problems.	
Module No. 5: Working Capital Management	12

Concept of Working Capital, Significance of Adequate Working Capital, Types of Working Capital, Problems of Excess or Inadequate Working Capital, Determinants of Working Capital, Sources of Working Capital, Estimation of Working Capital (Simple Problems).

Skill Development Activities:

1. Draw the organization chart of Finance Function of a company.
2. Develop spreadsheet models for different components of time value of money and capital budgeting.
3. Identify the capital budgeting and capital structure practices followed in any firm/company of your choice
4. Prepare a Capital structure of company using imaginary figures
5. Using Imaginary figures prepare an estimate of working capital requirements.

Text Books:

1. Dr. B.Mariyappa, Financial Management, HPH
2. S N Maheshwari, Financial Management, Sultan Chand
3. Dr. Aswathanarayana.T - Financial Management, VBH
4. Venkataramana, Financial Management, SHBP.
5. Roy - Financial Management, HPH
6. Khan and Jain, Financial Management, TMH
7. S. Bhat- Financial Management.
8. Sharma and Sashi Gupta, Financial Management, Kalyani Publication.
9. I M Pandey, Financial Management. Vikas Publication.
10. Prasanna Chandra, Financial Management, TMH

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.5.5

Name of the Course: Innovation and Entrepreneurship

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Analyze the Importance of Innovation
- b) Understand the global perspective on creativity and innovation.
- c) Understand the basics of entrepreneurship development
- d) How to start up with a new business venture
- e) Preparation of business plan and development of business model.

SYLLABUS:	HOURS
Module No. 1: : Innovation Management	10
Meaning and Importance, creativity and innovation, case studies on innovation business ideas like red bus, flipkart, ola, big basket, Process of obtaining patent relating to Innovation	
Module No. 2: Global Perspectives on Creativity and innovation	10
Global Perspectives on Creativity and innovation, Researching/ Assessing Creativity, Need for Creativity and Innovation in Organization, Tools and techniques in innovation.	
Module No. 3: Introduction to Entrepreneurship	12
Introduction - Meaning & Definition of Entrepreneurship, Entrepreneur & Enterprise ; Differences between Entrepreneurship, Entrepreneur & Enterprise; Functions of Entrepreneur; Role of Entrepreneur for Economic Development; Factors influencing Entrepreneurship; Pros and Cons of being an Entrepreneur; Differences between Manager and Entrepreneur; Qualities of an Entrepreneur; Types of Entrepreneurs. Entrepreneurship Development -- Need, Problems, National and State Level Institutions.	
Module No. 4: Starting a New Business Venture	14
Business opportunity: Meaning and Process of identifying Business opportunity; Scanning the Environment, Evaluation and Selection of the best Alternative/Project. Steps involved in starting a Business Venture - Identification of Project/Service, Location, Project Formulation - Feasibility studies and reasons to do feasibility studies (Product/Service, Financial, Technical, Social and Market feasibility), Decision on form of Ownership, Completion of Legal Formalities(Clearances and Permits required, Formalities, Licensing and Registration Procedures), Arranging for Infrastructure, Preparation of Project Report, Applying and obtaining Financial Assistance.	

Model

Business Plan (BP): Meaning, Importance, Preparation and Component of Business Plan, Common pitfalls to be avoided in preparation of a BP and the possible solutions to overcome them. Formulation of Business Model: Meaning of Business Model, Importance and Diversity of Business Model and Components of Business Model.

Skill Development Activities:

1. Study the innovative business ideas.
2. List out the global companies and its perspectives on creativity and innovation.
3. Write the steps for applying and obtaining Financial Assistance for starting a new business.
4. Preparation of a Project Report to start a SSI Unit.
5. Format of a Business Plan.

Text Books:

1. S.S.Khanka, Creativity and Innovation in Entrepreneurship, Sultan Chand & Sons Publication 2021.
2. Dr. K. Jayalakshamma and Rumana Tabassum, Creativity and Innovation, Himalaya Publishing House.
3. Vinnie Jauhari & Sudhanshu Bhushan, Innovation Management, Oxford University Press.
4. Sholmomaital, DVR Seshadri, Innovation Management, Response Books 2007.
5. Udai Pareek and T.V. Rao, Developing Entrepreneurship, Learning Systems
6. Desai Vasant , Entrepreneurial Development, HPH
7. K. Venkataramana, Entrepreneurial Development, SHB Publications
8. Bruce R Barringer, R Duane Ireland, Entrepreneurship- Successfully Launching New Ventures, Pearson
9. Donald F. Kuratko, Richard M Hodgetts, Entrepreneurship, Thomson South-Western
10. Mark. J. Dollinger, Entrepreneurship – Strategies and Resources, Pearson Edition
11. Satish Taneja: Entrepreneur Development, HPH
12. S.V.S. Sharma, Developing Entrepreneurship, Issues and Problems, SIET
13. Srivastava, A Practical Guide to Industrial Entrepreneurs, Sultan Chand
14. N.V.R. Naidu, Management and Entrepreneurship, I.K. International
15. Anil Kumar, Small Business and Entrepreneurship, I.K. International
16. Rekha & Vibha, Entrepreneurial Management, VBH
17. Vidya Hattangadi, Entrepreneurship, HPH

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.6.1

Name of the Course: Management Accounting

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Problem solving.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Acquire sound Knowledge of Concepts, Methods and Techniques of Management Accounting.
- b) Develop competence with their usage in Managerial Decision Making and Control.
- c) Analyze the Financial Statements using Ratios.
- d) Gain knowledge on preparation of Fund Flow and Cash Flow Statements.
- e) Prepare and analyze Budget.

SYLLABUS:	HOURS
Module No. 1: Management Accounting	10
Meaning and Definition of management accounting, scope and objectives of Management Accounting – Differences between Management Accounting and Financial Accounting – management accounting and cost accounting – limitations of management accounting.	
Module No. 2: Ratio Analysis	12
Meaning and objectives – types of ratios- re arrangement of income statements and balance sheet – (A) Profitability Ratios –GP ratio , NP ratio , Operating ratio – Operating profit ratio- Return on Capital Employed ratio –EPS (B)Turnover ratio – Working Capital turnover ratio- Stock Turnover ratio – Fixed Asset Turnover ratio – Debtors Turnover ratio – Creditors Turnover ratio,(C) Financial ratios, Current ratio- Liquidity ratio-Debt-Equity ratio- Capital Generating ratio- Advantages and limitations of ratios.	
Module No. 3: Fund Flow Analysis	12
Meaning, concepts of funds – meaning and definition of fund flow statements – uses and limitations – procedures for preparation of funds flow statement – statement of changes in working capital- statements of funds from operations – statements of sources and application of funds.	
Module No. 4: Cash Flow Statements	12
Meaning, Definition, uses and Limitations-differences between Fund Flow statement and Cash Flow statement –Procedure for Preparation of Cash Flow Statement – Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities;	

Preparation of Cash Flow Statement according to Ind. AS-7

Module No. 5: Budgetary Control

10

Meaning of Budget, Budgeting and Budgetary Control, Types of Budgets, Limitation of Budgetary Control, Problems on Cash Budget and Flexible Budget.

Skill Development Activities:

1. Draft a report on any Financial/Operational Crisis in an Organization.
2. Calculation of ratios based on the above financial statements – gross profit ratio, net profit ratio, operation profit ratio, current ratio and operations with imaginary figures.
3. Preparation of fund flow statement and determination fund from operations with imaginary figures.
4. Preparation of flexible budget with imaginary figures.
5. Prepare a Flexible budget/Cash budget based on hypothetical data (Imaginary figures)

Text Books:

1. Dr. S.N. Maheswari , Management Accounting, Mahavir Publications
2. V.K.Saxena and C.D.Vashist, Advanced Cost and Management Accounting, Sultan Chand & Sons
3. Advanced management accounting: J. Madegowda, 2nded, 2012. Himalaya publishing house.
4. Management accounting: j. Madegowda, Himalaya publishing house.
5. Management accounting: Dr. S.P. Gupta.
6. Management accounting: M.Y.Khan and P.K. Jain.
7. Management accounting: B.S.Raman.
8. Management accounting; Howard and Brown.
9. Management accounting : S.M. Goyal and Dr. Manmohan

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.6.2

Name of the Course: Income Tax -II

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Solve the practical problems on income from Profits and Gains from Business or Profession.
- b) Solve the practical problems on income from Capital Gains.
- c) Solve the practical problems on income from Income from Other Sources.
- d) Understand the concept and provisions related to Set-Off and Carry Forward of Losses.
- e) Solve the practical problems on Total Income and Tax Liability of an Individual Assessee.

SYLLABUS:	HOURS
Module No. 1: Profits and Gains from Business or Profession	10
Meaning and Definition of Business, Profession - Vocation - Expenses Expressly Allowed - Allowable Losses - Expenses Expressly Disallowed - Expenses Allowed on Payment Basis - Problems on Computing taxable Business Incomes of Proprietary Concerns and Problems on Computing Income from Profession - Chartered Accountants, Advocates and Medical Practitioners.	
Module No. 2: Capital Gains	10
Basis of Charge - Capital Assets - Transfer of Capital Assets - Computation of Taxable Capital Gains - Exemptions U/S 54, 54B, 54D, 54EC, 54F.	
Module No. 3: Income from Other Sources	12
Taxable Income under the head Other Sources - Dividend Income - tax treatment for dividends, Interest on Securities, Rules for Grossing up, Bond Washing Transactions, - Problems on Computing Taxable Income from Other Sources.	
Module No. 4: Set-Off and Carry Forward of Losses and Deductions from Gross Total Income	12
Meaning -Provision for Set-off & Carry forward of losses (Theory only). Deductions u/s: 80C, 80CCC, 80CCD, 80D, 80E, 80G, 80GG, 80GGC, 80TTA, 80TTB, 80U	
Module No. 5: Assessment of Individuals	12
Computation of Total Income and Tax Liability of an Individual Assessee (In case of income from salary & house property, only computed income shall be given).	

Skill Development Activities:

- 1) Compute Taxable Income and Tax Liability of any professional (Doctor or Advocate or Chartered Accountant etc.,) with imaginary data
- 2) State the provisions for exemptions from capital gains under sections 54, 54B, 54D, 54EC and 54F.
- 3) Ascertain the 'income from other sources' with at least ten items of your family / relative / friend.
- 4) Identify the various deductions eligible to be claimed by an 'income-earning member' and calculate the amount of deduction under section 80.
- 5) Compute the Tax Liability of at least 3 categories of individuals in your family / circle.

Text Books:

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
2. B.B. Lal: Direct Taxes, Konark Publisher (P) ltd.
3. Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.
4. Gaur & Narang: Income Tax, Kalyani
5. B.B. Lal: Income Tax, Central Sales Tax Law & Practice, Konark Publisher (P) Ltd.
6. Singhania: Income Tax
7. Dr. H.C Mehrothra : Income Tax, Sahitya Bhavan
8. 7 Lecturer Income Tax – VBH

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.6.3

Name of the Course: Legal Aspects of Business

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Explain the concepts in business laws with respect to foreign trade.
- b) Understand rights and duties under various legal Acts.
- c) Understand various modes of dispute resolution in business transactions.
- d) Explain the basic elements of forming an enforceable contract and agreement.
- e) Understand various aspects of Environment and cyber Law.

SYLLABUS:	HOURS
Module No. 1: Contract Law	12
Indian Contract Act 1872 : Definition of Contract, essentials of a valid contract, classification of contracts, free consent, Capacity to contract, Performance of Contract - Breach of contract - remedies for breach of contract	
Module No. 2: Law of Sale of Goods	10
Sale of Goods Act 1930: Definition of contract of sale, essentials of contract of sale, conditions and warranties, rights and duties of unpaid seller.	
Module No. 3: Competition And Consumer Laws	12
Competition Act, 2002 : Objectives of Competition Act, Features of Competition Act, CAT, offences and penalties under the Act, Competition Commission of India.	
Consumer Protection Act 1986 : Definitions of the terms - Consumer, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices, and Services, Rights of Consumer under the Act, Consumer Redressal Agencies - District Forum, State Commission and National Commission.	
Module No. 4: Economic Laws	10
WTO patent rules - Indian Patent Act, 1970 - Meaning and Scope of Intellectual Property Rights (IPR), Procedure to get Patent for Inventions and Non-Inventions. FEMA 1999 - Objectives of FEMA, Salient Features of FEMA, Definition of Important Terms - Authorized Dealer, Currency - Foreign Currency, Foreign Exchange, Foreign Security.	
Module No. 5: Environment And Cyber Laws	12
Environment Protection Act 1986 - Objectives of the Act, Definitions of Important Terms - Environment, Environment Pollutant, Environment Pollution, Hazardous Substance and	

Occupier, Types of Pollution, Powers of Central Government to protect Environment in India.
Cyber Law: Definition, Introduction to Indian Cyber Law, Cyber space and Cyber security

Skill Development Activities:

1. Draft a rental agreement incorporating all the essential features of a valid agreement.
2. Draft an agreement to repay a loan borrowed from a bank on installment basis.
3. Case laws involving points of law of contracts.
4. Draft a complaint against unfair trade practices adopted by a businessman to the consumer forum.
5. Draft the laws relating to consumer disputes.

Text Books:

- 1) K. Aswathappa, Business Laws, HPH,
- 2) Bulchandni, Business Laws, HPH.
- 3) Kamakshi P & Srikumari P - Business Regulations, VBH
- 4) N.D. Kapoor, Business Laws, Sultan chand publications.
- 5) S.S Gulshan - Business Law
- 6) S.C. Sharma: Business Law I.K. International Publishers
- 7) Tulsion Business Law, TMH.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.6.5

Name of the Course: Merchandise Planning and Buying

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a. Understanding the concept of merchandise and creating good retail display.
- b. Understand the concept of category management.
- c. Devising merchandising plans and their implementation
- d. Devising merchandise buying and handling.
- e. Outline consumer trends and purchase patterns of Apparels.

SYLLABUS:	HOURS
Module No. 1: Merchandise Management	10
Meaning, Objective, Presentation and Demonstrating Merchandise. Strategies for Creating Good -Looking Retail Stores Displays. Retail Plano Gram.	
Module No. 2: Visual Merchandising	10
Objective and Principle of successful visual Merchandise. Signage: Types and Character, Visual Display. Devising Merchandise Plan: Innovativeness, Assortment. Category Management - Meaning, Advantages, Essential Elements, Drivers of Category Management	
Module No. 3: : Merchandise Planning and Forecasting	12
Implementing Merchandise plans. Selecting and interacting with merchandising sources. Evaluating merchandise, negotiating the purchase. Concluding the purchases, receiving and stocking the merchandise. Recording the merchandise. Re-evaluating it on a regular basis. Merchandise forecast and budgeting, Sales forecasting, Inventory level planning. Planning purchases, Planning profit margins.	
Module No. 4: Merchandise Buying and Handling	12
Meaning, Methods, Basic Stock Method, Percentage Variation Method, Week Supply Method, Stock to Sales Method, Vendor Negotiations, Trade Discount, Quantity Discount, Promotional Discount, Seasonal Discount, Cash Discount, Delivery Terms, In-store Merchandise Handling, Unit Stock Planning, , Merchandise Mix, Optimal Merchandise Mix, Constraining Factors.	
Module No. 5: Apparel Merchandising	12
Apparel as Fashion, Stages of Fashion adoption, Fashion Life Cycle, Fashion Adoption and Diffusion, Downward Flow Theory, Collective Selection Theory, Sub- Cultural leadership Theory	

and Communication Models. Understanding Fashion Adoption, Challenges of Retail Fashion, Adapting Retail Practices.

Skill Development Activities:

- 1) Draw retail planogram of retail sector.
- 2) List out the drivers of category management.
- 3) List out the process of implementation of merchandise planning.
- 4) List out different methods of merchandise buying.
- 5) Outline consumer trends and purchase patterns of Apparels.

Text Books:

- 1) Levy and Weitz - Developing and Implementing Merchandise Plans
- 2) Retail Management: Pateric M Dulle& Robert F Lusch
- 3) Retail Management: GauravGhosal
- 4) Data Driven Marketing: Mark Jeffrey
- 5) Reflection in Retailing: Stanley Marcus
- 6) Retail Merchandising: Risch E. H.
- 7) Merchandise Buying : M Smith Bohlinger
- 8) Berman & Evans , Retail Management- A strategic Approach, Pearson Education
- 9) Bajaj, Tuli & Srivastava , Retail Management, Oxford

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.7.1

Name of the Course: Business Ethics and Corporate Governance

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- Understand the business ethics and its performance in the business.
- Identify and understand different ethical theories and corporate social responsibility towards society.
- Understand the ethical dilemmas and unethical practices in marketing and finance.
- Identify the ethical issues relating to information technology and understand the ethical implications on human resource management.
- Understand the concept and present scenario of corporate governance in India.

SYLLABUS:	HOURS
Module No. 1: Ethics in Business	10
Definition of business ethics – A model of ethics; ethical performance in business; managerial values and attitudes; ethical congruence; managerial philosophy; types of ethics ; code of ethics; importance of ethics in business	
Module No. 2: Ethical Theories and Corporate social responsibility	10
Cognitivism and noncognitivism; consequentialism versus non-consequentialism- Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism; Business and Religion; Ethics and Social responsibility: Corporate social responsibility; changing expectations; diagnostics model of social responsiveness; four faces of social responsibility- ethical climate in companies.	
Module No. 3: Ethics in Marketing and finance	12
Ethics in Marketing: Ethical dilemmas in marketing- unethical marketing practices ethical and social issues in advertising- common deceptive marketing practices-role of consumerism.	
Ethics in Finance: Unethical financial practices – creative accounting- hostile takeoverstax evasion- corporate crimes.	
Module No. 4: Ethics in Human Resources Management and Information Technology	12
Ethics in Human Resources Management: Human resource system- psychological expectancy model- Human resource management practices and ethical implicationsIndividualism versus collectivism in human resource management practices	
Ethics and Information Technology: Ethical issues relating to computer applications; security threats – computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.	

Concept of corporate governance - importance - Corporate governance and agency theory. Benefits of good corporate governance - present scenario in India. Reforming Board of Directors, Birla committee, Naresh Chandra Committee, Narayana Murthy committee, Corporate Governance code future scenario. Changes in corporate governance issues as per new Companies Act 2013

Skill Development Activities:

- 1) Prepare a chart on model of business ethics.
- 2) Take up case study of any two companies and show how corporate social responsibility helps society improve.
- 3) Take up case study of any two companies and show how ethical practices related to marketing and finance impact positively on organization.
- 4) List out any 10 computer crimes which are unethical.
- 5) Study the Thoughts on the Future of Corporate Governance.

Text Books:

1. S.K. Chakraborty: Foundations of Managerial Work Contributions from Indian Thought, Himalaya Publishing House, Bombay.
2. V.S. Mahesh: Thresholds of Motivation, Tata McGraw Hill.
3. Pradip N. Khandwalla: Organisational Designs for Excellence, Tata McGraw Hill.
4. Theophane A. Mathias: Corporate Ethics, (Ed) Allied. Publishers.
5. Beauchamp Tom L: Ethical Theory and Business, Prentice Hall.
6. Behram Kack N: Essays on Ethics in Business and the Professions, Prentice Hall.
7. Blanchard, Kenneth : The Power of Ethical Management, EM of Co.
8. Borchert, Donald M: Exploring Ethics, Macmillan Pub. Co.
9. Bowie, Norman E: Business Ethics, Prentice Hall.
10. Brady, F. Neil : Ethical Managing, Macmillan Pub. Co. Donaldson, Thomas: Ethical Issues in Business, Prentice Hall.
11. Donaldson, Thomas: The Ethics of International Business, Oxford University Press.
12. Ferreth oc: Business Ethics, Prentice Hall.
13. Garrelt, John C: Business Ethics, Prentice Hall.
14. Hoffman, W. Michael: Business Ethics, Prentice Hall.
15. Gupta. L.C. Corporate Management and Accountability.
16. Mc.Millan Institution for FM and Research Chennai.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM. 7.2

Name of the Course: Goods and Service tax

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the basics of taxation.
- b) Undertand the basic frameworks of goods and service tax.
- c) Compute problems on value and time of supply.
- d) Compute input tax credit and net GST liability.
- e) Understand the concept of GST Procedures.

SYLLABUS:	HOURS
Module No. 1: Basics of Taxation	10
Tax – Meaning and Types, Differences between Direct and Indirect Taxation, Brief History of Indirect Taxation in India, Structure of Indian Taxation.	
Module No. 2: Goods and Services Tax -Framework and Definitions	10
Introduction to Goods and Services Tax, Constitutional Framework, Orientation to CGST, SGST and IGST, Meaning and Scope of Supply, Types of Supply. Exemptions from GST	
Module No. 3: Time, Place and Value Of Supply	12
Time of Supply – in case of Goods and in case of Services - Problems on ascertaining Time of Supply; Place of Supply – in case of Goods and in case of Services (both General and Specific Services) – Problems on Identification of Place of Supply; Value of Supply – Meaning, Inclusions and Exclusions. Problems on calculation of ‘Value of Supply’	
Module No. 4: GST Liability and Input Tax Credit	12
Rates of GST – Classification of Goods and Services and Rates based on classification, Problems on computation of GST Liability. Input Tax Credit – Meaning, Process for availing Input Tax Credit – Problems on calculation of Input Tax Credit and Net GST Liability	
Module No. 5: GST Procedures	12
Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST, Accounting record for GST, Features of GST in Tally Package. GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due dates for filing of returns. Final Assessment. Accounts and Audit under GST.	
Skill Development Activities:	
<ol style="list-style-type: none">1) Present the framework of indirect taxation in India.2) For at least 5 imaginary business transactions, identify ‘supply’ or ‘not a supply’.	

- 3) List at least 5 goods and 5 services exempt from GST.
- 4) Show the calculation of 'value of supply' and 'GST Liability' with imaginary figures and applicable rates.
- 5) Show the calculation of GST payable after adjusting 'Input-Tax Credit' with imaginary figures.

Text Books:

1. V Rajesh Kumar and Mahadev, "Indirect Taxes", Mc Graw Hill Education
2. Datey, V S, "Indirect Taxes", Taxmann Publications.
3. Hiregange et al, "Indirect Taxes", Puliani and Puliani.
4. Haldia, Arpit, "GST Made Easy", Taxmann Publications.
5. Chaudhary, Dalmia, Girdharwal, "GST - A Practical Approach", Taxmann Publications.
6. Garg, Kamal, "Understanding GST", Bharat Publications.
7. Hiregange, Jain and Naik, "Students' Handbook on Goods and Services Tax", Puliani and Puliani.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.7.3

Name of the Course: Digital Marketing

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the Digital Business Models.
- b) Relate and Manage customer relationships across all digital marketing environment.
- c) Analyse the Global Marketing Issues and Opportunities of Market.
- d) Understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations
- e) Understand the emerging issues in digital Market.

SYLLABUS:	HOURS
------------------	--------------

Module No. 1: Introduction to Digital Marketing	10
--	-----------

Introduction, Meaning & definition, History, Objectives, Features, Scope, Benefits and problems, Techniques, Digital Marketing v/s Real Marketing. Landscape - Past - Today - Future; Internet Infrastructure Stack Business Models & Strategies: Strategic Planning - Strategy to Electronic Planning - Strategic Drivers of the Internet Economy - Business Models to Digital Business Models - E-Business Models - Performance Metrics - The Balanced Scorecard.

Module No. 2: Digital Marketing Environment	10
--	-----------

Product - Products on Internet - Creating Customer Value Online - Product Benefits - E-Marketing Enhanced Product Development - Price - Change in Pricing Strategies - Buyer and Seller Perspectives - Payment Options - Pricing Strategies - Distribution-Online Channel Intermediaries - Distribution Channel Length and Functions - Channel Management and Power - Distribution Channel Metrics - Promotion - Integrated Marketing Communication (IMC) - Internet Advertising - Marketing Public Relations - Sales Promotion Offers - Direct marketing - Personal Selling - IMC Metrics, Search Engine Optimization (SEO) - Contents, Tools & Optimization, Content Management - SWOC.

Module No. 3: Research and Environment	12
---	-----------

Data Drive Strategy - Marketing Knowledge Management - Monitoring social media - Technology - Enabled Approaches - Real-Space Approaches - Marketing Database and Data Warehouses - Data Analysis and Distribution - Knowledge Management Metrics - Consumer Behavior Online - Segmentation - Targeting - differentiation - Positioning Strategies, Online Marketing Research Tools, Affiliated Marketing - Concept. Overview of Global E-Marketing Issues - country and Market Opportunity Analysis - Technological Readiness Influences

Marketing – Wireless Internet.

Module No. 4: Customer Acquisition and Retention

12

Profile of Consumers – Browsing Behaviour Model – Elements of social media – social Media Strategies – Social Media Performance Metrics – Building Customer Relationships – Relationship marketing – Stakeholders – Three Pillars of Relationship Marketing – customer Relationship Management (CRM) – CRM Building Blocks – Ten rules for CRM Success – CRM Platforms, Strategies & Models. E-CRM System: Why & Uses, Website Solution Method, Web Analytics & Use of Google Analytics

Module No. 5: Emerging Issues

12

Online Governance and ICANN – Jurisdiction – Fraud – Consumer Loyalty of Website- Services – The Quadratic Effect of flow – Role of Technology Readiness in Developing Trust and Loyalty for E-Services in Developing. Access – The Digital Divide Ethical and Legal Issues – Privacy – Digital Property – Online Expression – Cyber Security – Cyber Crime. Email, Facebook, Instagram, LinkedIn and other Social Applications Marketing – Concept

Skill Development Activities:

- 1) List out 10 companies who optimized their sales through SEO
- 2) Simulate a product and apply social media marketing strategies to increase the sales
- 3) Do a real time comparative study (collect primary data using questionnaire) on Digital marketing with traditional marketing.
- 4) List out recent trends in digital marketing by virtually interviewing a Digital marketing expert
- 5) List out the 10 Rules for CRM Success.

Text Books:

1. Ryan Deiss and Russ Hennesberry, 2017,digital Marketing for Dummies
2. Jan Zimmerman and Deborah: Social Media Marketing
3. Understanding Digital Marketing Strategies for Engaging, The Digital Generation 4th Edition by Damian Ryan, Kogan Page Ltd
4. David Meerman Scott'The New Rules of Marketing and PR – David Meerman Scott
5. Ken, B. (2000). Customer Relationship Management: The Handbook of Key Customer Relationship Management. Prentice Hall. ISBN: 9780273650317
6. Greenberg, P. (2001). CRM at the speed of light: Capturing and keeping customers in Internet real time. Elsevier .ISBN: 0072127821

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM. 7.5

Name of the Course: Organization and Team Dynamics

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- Understand the concept of organizational dynamics.
- Understand the purpose and the value of time building.
- Provide insight on building team work and leadership skills among them.
- Develop insight on benefits and challenges of talent management system.
- Comprehend and apply the techniques and principles of conflict resolution to make teams more effective.

SYLLABUS:	HOURS
Module No. 1: Organizational Dynamics	10
Meaning, definition, role of organizational dynamics professional in workplace, advantages and disadvantages of organizational dynamics, organizational culture - meaning, definition and types. Ethical issues in organization.	
Module No. 2: Team Dynamics	10
Team composition, formation of teams and development - intra team dynamics - inter group relations - team performance and motivation - team conflict and leadership - team decision making, group dynamics, dynamics of teams and team building.	
Module No. 3: Team Decision Making	12
Leadership and team decision making, discovering the interpersonal orientation through, training needs analysis, STAR team model (Strengths, Teamwork, Alignment and Results), Experiential learning methodologies - T Group Sensitivity training, encounter groups culture, types of culture in the organization, culture, discipline, organizational effectiveness in creating team culture.	
Module No. 4: Talent Management	12
Elements, benefits and challenges of talent management system - building blocks of talent management: competencies, performance management, evaluating employee potential - modern practices in talent attraction, selection, retention and engagement.	
Module No. 5: Groups, Negotiation, Conflicts and Stress	12
Groups: Introduction to groups, nature of groups, stages of group development, encounter groups, appreciative enquiry, discover the facets of interpersonal trust through johari window, communication skills.	
Negotiation: Introduction to negotiation, negotiation skills and strategies for team building, team morale, team building strategies at workplace.	

Conflicts and Stress: nature of conflicts, theories of conflict, workplace conflict, conflict resolution in teams. Work stress and stress management.

Skill Development Activities:

- 1) Take any one company and study there organizational culture.
- 2) List out the steps in formation of team and development.
- 3) Draw a model of STAR team model.
- 4) List out modern practice in talent attraction.
- 5) List out different strategies of team building at workplace(Role Playing, Case Studies).

Text Books:

1. Seth Alicorn, organizational dynamics and intervention, prentice hall india learning private limited, 1st edition
2. Levi, Daniel, Group Dynamics for Teams, 5th Edition, SAGE Publications.
3. Simon Hartley, Stronger Together: How great team work, little, Brown Book Group UK
4. Greg L Stewart, Charles C manz, Team Work and Group Dynamics, John Wiley and Sons.
5. Ralph D Stancey, strategic management and organizational dynamics, pearson 6th edition.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM. 8.1

Name of the Course: Strategic Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies

Course Outcomes: On successful completion of the course, the students will be able to

1. Understand the Process of Strategic Management.
2. Analyse the need for Scanning the Environment and Value Chain.
3. Understand and analyse Strategic Planning Process for organization.
4. Describe major theories, background work and concepts in the field of strategic management.
5. Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.

SYLLABUS:	HOURS
Module No. 1: Introduction to Strategic Management	10
Introduction - Meaning and Definition - Need - Process of Strategic Management - Strategic Decision Making - Business Ethics - Strategic Management.	
Module No. 2: Environmental Appraisal	12
The concept of Environment - The Company and its Environment - Scanning the Environment, Technological, Social, Cultural, Demographic, Political, Legal and Other Environments Forces. SWOT Analysis - Competitive Advantage - Value Chain Analysis.	
Module No. 3: Strategic Planning	12
Strategic Planning Process - Strategic Plans during recession, recovery, boom and depression - Stability Strategy - Expansion Strategy - Merger Strategy - Retrenchment Strategy - Restructure Strategy - Levels of Strategy - Corporate Level Strategy - Business Level Strategy and Functional Level Strategy - Competitive Analysis - Porter's Five Forces Model.	
Module No. 4: Implementation of Strategy	14
Aspects of Strategy Implementation - Project Manipulation - Procedural Implementation - Structural Implementation - Structural Considerations -Organizational Design and Change - Organizational Systems. Behavioral Implementation - Leadership Implementation - Corporate Culture - Corporate Policies and Use of Power. Functional and Operational Implementation - Functional Strategies - Functional Plans and Policies. Financial - Marketing - Operational and Personnel dimensions of Functional Plan and Policies - Integration of Functional Plans and Policies.	

Strategy Evaluation and Control - Operational Control - Overview of Management Control - Focus on Key Result Areas.

Skill Development Activities:

1. Present a chart showing Strategic Management Process.
2. Select any organization and undertake SWOT analysis.
3. Analyse the corporate, business and functional level strategies of any one Indian Company.
4. Select any sector and make competitive analysis using Porter's five forces model.
5. List social responsibility actions initiated by any one company in India.

Text Books:

1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill.
2. Subbarao: Business Policy and Strategic Management, HPH.
3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage
4. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill
5. AppaRao; Strategic Management and Business Policy, Excel Books.
6. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill.
7. Pillai, Strategic Management,
8. Lawrence, Business Policy and Strategic Management, Tata McGraw Hill.
9. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt.Ltd

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM. 8.2

Name of the Course: Consumer Behaviour

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understanding the concept of consumer behaviour.
- b) Ability to analyse consumer attitude formation change.
- c) Understand the environmental determinants of consumer behaviour.
- d) Ability to do consumer research process.
- e) Understand the concept of consumerism in India.

SYLLABUS:	HOURS
Module No. 1: Introduction	10
Introduction to Consumer Behaviour - A managerial & consumer perspective; why study consumer behaviour? Applications of consumer behaviour knowledge; current trends in Consumer Behaviour; Market segmentation & consumer behaviour.	
Module No. 2: Individual Determinants of Consumer Behaviour	10
Consumer needs & motivation; personality and self concept; consumer perception; learning & memory; nature of consumer attitudes; consumer attitude formation and change.	
Module No. 3: Environmental Determinants of Consumer Behaviour	12
Family influences; the influence of culture; subculture & cross cultural influences; group dynamics and consumer reference groups; social class & consumer behaviour	
Module No. 4: Consumer's Decision Making Process	12
Problem recognition; Search & Evaluation; Purchase processes; Post-purchase behaviour; personal influence & opinion leadership process; diffusion of innovations; Models of Consumer Behaviour; Researching Consumer behaviour; consumer research process	
Module No. 5: Consumer Satisfaction & Consumerism	12
Concept of Consumer Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint. Concept of consumerism; consumerism in India; the Indian consumer; Reasons for growth of consumerism in India; Consumer protection Act 1986.	

Skill Development Activities:

1. List out the applications of consumer behaviour knowledge.
2. Conduct an informal interview of a local retail store owner and determine what demographic and socio economic segments the store appears to satisfy. How did the owner select this segment or segments?
3. Conduct formal interview to the managers of three retail clothing stores. Determine the degree to which they believe consumer's personality and self-image are important to the marketing activities of the stores.
4. Visit three local restaurants and assess how each attracts clientele in different stages of the family life cycle.
5. You are the owner of two furniture stores, one catering to upper-middle class consumers and the other to lower-middle class consumers. How do social class differences influence each store's
 - a) Product lines & styles
 - b) Advertising media selection
 - c) The copy & communication styles used in the advertisements
 - d) Payment policies

Text Books:

1. Leon. G. Schiffman & Leslve Lazer kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000.
2. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delshi, 1993.
3. Assael Henry; Consumer behaviour and marketing action; Asian Books(P) Ltd, Thomson learning, 6th Edition; 2001.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.8.3

Name of the Course: Warehousing & Inventory Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Identify business strategies and its competitive advantage
- b) Know about logistics operations and its optimum utilization
- c) Familiarize with inventory management in the warehouse.
- d) Understand the importance of holding inventory by the organization.
- e) Describe ABC inventory systems, calculate an Economic Order Quantity (EOQ) and safety stock

SYLLABUS:	HOURS
Module No. 1: Role of Warehousing in Retail	10
Introduction, Objectives, Retailing and Warehousing, Challenges in retail warehousing, Warehousing in fashion retail, Setting up a warehouse, Retail product tracking in warehouse using RFID, Types of warehouses, Benefits of warehousing, Role of government in warehousing, Characteristics of an ideal warehouse, Storing products in a warehouse, Warehousing – the way forward, Warehousing and Supply Chain.	
Module No. 2: Strategic Aspects of Warehousing and its Operations	12
Introduction, Objectives, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations. World class Warehousing - Introduction, Objectives, Warehouse Structure, Warehouse Operations, receiving inventory, picking inventory, locating inventory, Organizing inventory, Dispatching inventory, Equipment used for a Warehouse.	
Module No. 3: Warehouse information & Technology Aids in Retail	10
Introduction, Objectives, Importance of Warehouse Information, Decision Making Using Warehouse Information, ICT Applications in a Warehouse, Technology Aids in Retail warehouse Management Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID)	
Module No. 4: Inventory Management	12
Inventory - Definition - Types - Characteristics - Cost of Carrying inventory - Conceptual framework of inventory - Inventory categorization - Service levels, Inventory Management-Meaning-need-Classification ABC Analysis and CAV analysis-Inventory Management Policy-	

factors to be considered to formulate - Inventory control procedures Inventory Planning methods-Constraints to the effectiveness of Inventory Planning-Conceptual design of a Combined DRP/MRP System-features-benefits & limitations of DRP.

Module No. 5: Inventory Management Strategy

12

Inventory Management Strategy-Strategy Development Process-Characteristics of poor inventorySteps-Methods for improved inventory management- Export inventory management.Inventory Management Models-Push and Pull models-EOQ model-Safety stock - Inventory costTypes: carrying and ordering - financial impact of inventory-Total cost presentation.

Skill Development Activities:

1. List the impact of decisions on people and processes that helps warehouse managers.
2. To deal with data, prices and products, and also have the soft skills to manage and motivate employees.
3. List out the documents relating materials handling in a company.
4. List the various techniques commonly used for Inventory Control.
5. Draw the chart of Warehouse Management System

Text Books:

1. Warehouse management- Student Study Guide - by Gwynne Richard
2. Essentials of inventory management by Max muller – publishers-HarperCollins
3. Warehouse distribution & operations handbook by DAVID E MULCAHY
4. Inventory strategy by Edward H Frazelle
5. David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Ltd., Joe B. Hanna New Delhi, 2003.
6. Donald J. Bowersox & David J. Closs : Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
7. Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.8.5

Name of the Course: Marketing Research

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the basics of Marketing Research
- b) Undertand the steps in Marketing Research Process
- c) Analyse sources of data & its collection
- d) Design questionnaire for data collection
- e) Prepare Research Report

SYLLABUS:	HOURS
Module No. 1: Marketing Research	10
Meaning, Nature and Scope of Marketing Research – Types of marketing Research-Role of Marketing Research in Decision Making, Limitations	
Module No. 2: Marketing Research process	12
Marketing research process-problem definition.,research objectives,research design,sources of data,data collection,data analysis,report & presentation	
Module No. 3: Sources od Data & its Collection	12
Sources of Data, Primary Data and Secondary Data, Survey Method of Data Collection, Observation Method – Types of Observation, Interview, Depth Interview, Focus Group Interview, methods of collecting secondary data	
Module No. 4: Analysis of data, Interpretation and Report writing.	12
Data analysis & its interpretation, Meaning of Reports,types of Reports, Format of Report, Preparing marketing Research Reports	
Module No. 5: Recent trends in Marketing Research	10
Artificial Intelligence, Social Listening, Inclusive Research, Market tech audits, Automation & Efficiency, Humanity in customer experience	

Skill Development Activities:

- 1.Prepare Research Design for any Research Problem
2. Analyse the relevance of marketing research in the Indian context
3. Prepare a format of preparing marketing research report
4. Collect primary data on any topic of your interest
5. Collect and analyse marketing reports of any company

Text Books:

1. Kulkarni, Pradhan, Patil : Modern Marketing Research. Naresh K Malhotra, Satyabhushan Dash, (2009). Marketing Research- An Applied Orientation, 5/e, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). Marketing research –Measurement & Method, PHI Private Limited, NewDelhi.
3. Donald R. Cooper, Pamela S Schindler, (2007). Marketing Research-Concepts and Cases. Tata McGraw-Hill Publishing Company Limited, NewDelhi.
4. Hair, Bush, Ortinau, (2006). Marketing Research, 3/e, Tata McGraw-Hill Publishing Company Limited, NewDelhi.
5. Nigel Bradley, (2007). Marketing research –Tools and Techniques. Oxford University Press, New Delhi.
6. Brown L.O: Marketing and Distribution Research.
7. Grisp, R.D. Marketing Research.
8. Delens, A.H.R.: Principles of Market Research.
9. Boyd, Westfall & Starch: Market Research.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.8.6a

Name of the Course: Brand Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the key principles of branding, positioning and brand building strategies.
- b) Understand branding challenges and opportunities.
- c) Understand the concept of brand equity and brand loyalty.
- d) Understand the concept of licencing and celebrity endorsement in brand positioning
- e) Understand and analyse as to how to build brands online.

SYLLABUS:	HOURS
Module No. 1: Product Management	10
Product Planning and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components of Market Attractiveness - Product Market Strategies - Product Life Cycle Stages And Corresponding Strategies - Competitor Analysis	
Module No. 2: Introduction to Brand Management	10
Brands Vs Products- Brand Management - Brand Components & Attributes- Significance Of Branding To Consumers & Firms - Selecting Brand Names- Brand Identity - Kefferer Brand Identity Prizm Model - Branding Challenges & Opportunities	
Module No. 3: Brand Equity	12
Types of Brands - Strategic Brand Management Process - Brand Attribute Management & Architecture - Brand Portfolio Strategy - Brand Extension And Stretching - Making A Brand Strong-Sources Of Brand Equity-The 4 Steps Of Strong Brand Building- Aakers Brand Equity Model - Customer Based Brand Equity - Brand Leveraging, Brand Loyalty.	
Module No. 4: Brand Positioning	12
Types Of Positioning- Over, Under & Repositioning- Differentiation - Identifying Gaps Using Perceptual Maps - Co-Branding -Licensing - Celebrity Endorsement - Positioning Guidelines.	
Module No. 5: Brand Audit And Valuation	12
Brand Audit And Valuation: Brand Audit - Internal Branding- Introduction to Brand Valuation - Components & Types of Valuation.Building Online Brands,Integrated Marketing Communication - The New Media Environment - Building and managing online Brands - Marketing Communication Options - Using social media to Build Brands - E-Commerce & Brands.	

Skill Development Activities:

1. List out 10 Indian & International brands
2. Create a Product Portfolio
3. Prepare a chart on Product life cycle stages
4. list out the guidelines for brand positioning
5. Prepare a Brand Audit Report.

Text Books:

- 1) Kevin Lane Keller M. G. Parameswaran and Isaac Jacob (2010), Strategic Brand Management, Pearson Education India, 3rd Edition.
- 2) RamanujMajumdar (2007), " Product management in India", PHI Learning Pvt India.
- 3) KirtiDutta (2012), Brand Management, Principles and Practices, Oxford University Press, 1st Edition.
- 4) MG Parameswaran , Building Brand Value - Five Steps to Building Powerful Brands, Tata McGraw hill, 2006
- 5) SubrotoSengupta , Brand Positioning: Strategies for Competitive Advantage, TataMcGraw Hill Education, 2005
- 6) J.N. Kapferer , The New Strategic Brand Management (Creating And Sustaining Brand Equity Long Term) , Kogan Page Publishers India, 2008.
- 7) S.A. Chunawalla , Compendium of Brand Management, Himalaya Publishing House , 2011
- 8) David A Aaker, Managing Brand Equity, Free Press, 1991.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.8.6b

Name of the Course:International Retailing

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

a. Identify key concepts of internationalization of retailing and entry modes.

b. Identify and classify global markets

c. Understand various market entry strategies

d. Understand Market selection process

e. Understand international promotion & Distribution

SYLLABUS:

HOURS

Module No. 1: Introduction: International Retailing

12

International Retailing- meaning; Reasons for internationalization; Development of International Retailing; National to International Retailing; Multi- nationalization to Globalization; Determinants of International Expansion: Expansion Patterns; Trends in International Retailing.

Module No. 2: Identifying Global Markets

12

Global markets, Criteria for Classifying Markets- On the Basis of Stages of Demand, Stages of Development, other basis; Short Listing of Markets, Appraisal of markets, data to look for in different markets, market entry conditions.

Module No. 3: Market Entry Strategies

12

Entry strategies, Prevailing practices, case studies, recent trends, implications. Licensing, Franchising, Collaborations, Tie-ups, Investments, Alliances, Mergers and Acquisitions etc. Pro and Cons, entry strategy of Indian Firms.- Case studies.

Module No. 4: International Market Intelligence and Market Selection Process

10

Information requirements – sources- MIS- marketing Research- Determinants of Market Selection, Market Profiling and Market Segment Selection.

Module No. 5: International Promotion and Distribution

10

Media Selection, Scheduling, Promotion Mistakes, Evaluating the results.

International Channel System, Types of intermediaries, International Logistics, Distribution and Promotion Strategies, Major Decisions, Problems in International Market communication.

Skill Development Activities:

1. List and study the profile of 5 companies operating in International Retail markets

2. Identify various channels of Distribution in International Retail markets

3. Discuss two case studies on mergers & acquisitions
4. List out the promotion strategies in international markets
5. Conduct appraisal study of any selected international market

Text Books:

1. Brenda Strenquist, "International Retailing," 2007, 2nd Ed., Bloomsbury Academic
2. Nicholas Alexander & Anne Marie Doherty, "International Retailing", 2010, Oxford
3. Gibson G. Vedamani, "Retail Management – Functional Principles and Practices", 4th Edition, 2008, Jaico Publishing House
4. S.C. Bhatia, "Retail Management", 2008 , Atlantic Publishers.
5. John Dawson, Roy Larke and Masao Mukyama, " Strategic Issues in International Retailing", 2006, Routledge Taylor & Francis Group.

Note: Latest edition of text books may be used.

Elective Group - I
Retail Management

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.5.4

Name of the Course: Supply Chain Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand the conceptual Framework of Supply Chain Management.
- b) Understand tools of Supply Chain Performance Measurement.
- c) Understand the concept of strategic alliance and its advantages.
- d) Understand the benefit of outsourcing and procurement.
- e) Understand the global perspectives of planning and implementing supply chain Practices in the operations.

SYLLABUS:	HOURS
Module No. 1: : Supply Chain Management	12
Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM	
Module No. 2: Supply Chain Performance	12
Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.	
Module No. 3: Strategic Alliances:	10
Frame Work for Strategic Alliances, 3PL, Merits and Demerits, Retailer, Supplier Partnership, Advantages and Disadvantages of RSP, Distributor Integration	
Module No. 4: Procurement and Outsourcing	10
Outsourcing, Benefits and Risks, Strategic decision to Outsourcing, Framework for make/Buy Decision. E-Procurement, Frame Work of E-Procurement. Dimension of Customer Value.	
Module No. 5: Global perspective	12
Global Perspective: Structure, Objective, Introduction, Motives and Development of Global Markets, Managing the International Supply Chain Operations, Supply Chain Reconsideration and Risk Involved, Benchmarking Global Supply Chains.	

Skill Development Activities:

1. List out Best Practices in Supply Chain Management.
2. Draw a diagram showcasing SCOR Model application for supply chain linkage.
3. List out the framework for strategic alliance.
4. List out the benefits and risk of outsourcing.
5. List out Major 3PL service Providers in India.

Text Books:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekhar, Rahul V.; Supply Chain Management
3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Rushton, A., Oxley, J & Croucher, P (2nd Edition, 2000). Handbook of Logistics and Distribution Management. Kogan Page.
6. Simchi-Levi, David, Kamisnky, Philip, and Simchi-Levi, Edith. (2nd Edition, 2004). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Irwin/McGraw Hill 32
7. Supply chain management , Kulkarni Sarika & Sharma Ashok
8. Supply chain management concepts and cases, Ragul V.
9. Text book of logistics and supply chain management, Prof D.K. Agarwa
10. Supply Chain Management, Strategy, Planning, and Operation, Sunil Chopra & Peter Meindl, 3/e, PHI Learning Private Limited, 2007.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.6.4

Name of the Course: Packing & Packaging Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a. Differentiate packaging and packing
- b. overview types of packaging
- c. understand packing considerations
- d. understand of different materials used for packing
- e. manage the economics of packaging

SYLLABUS:

HOURS

Module No. 1: Packing and Packaging

10

Meaning, Functions and Essentials of Packing and Packaging. Difference, Types of packing: for Storage, Overseas Shipment, Inland Transportation, Packaging for Product content Protection, Test of packaging: Mechanical, Climatic & Lab test, International Care labelling code, Packaging cost.

Module No. 2: Different types of Packaging

12

Packaging Types, Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging, Shrink packaging, Identification codes, bar codes, and electronic data interchange (EDI), Universal Product Code, GS1 Standards, package labels, Symbols used on packages and labels; Heavy, Medium and small Packaging, Active packaging, Child-resistant packaging, Pilfer/Tamper Evident/Proof Packaging, ProductPackaging compatibility, Pharma Packaging, Food Packaging, Electronic goods Packaging, FMCG packaging, Heavy Engineering Goods/Equipment Packaging.

Module No. 3: Packing Considerations

12

Protection, Convenience, Environment, Use/Re-use Cost and Competition, Packing as a systems approach to Logistics, Transport/Storage Requirements: Physical, Chemical Environmental, Biological Nature of the Products, Packing as Protection Against Hazards, Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors, Packaging for Marketing and Visual Appeal, Biodegradation, Recycling: Glass, Plastic & Paper Reuse, Sustainable packaging, Waste management.

Module No. 4: Packaging/Packing Materials & Components**10**

Various Materials/Metals, Flexible, Folding, Insulated, Corrugated Packing Materials- Packing materials: Paper, Wood, Adhesive, Aluminum foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing- Stretch wrap - Time temperature indicator Tinplate. Packaging Industry Process and Machining: Packaging Demands of Consumer goods Industry, Packaging Demands of Industrial Users, Technology Trends in Packaging Industry

Module No. 5: Packaging Economics**12**

Packaging Cost Vs Product cost, Cost Reduction in Packaging, Packing for Inventory Control, Value Analysis, Packing and Value Engineering, Packaging Laws, Consumer Protection in Food Packaging, Marking and Labeling, Ecofriendly Packaging for Exports, Scientific Packaging, Standardization in Packaging. Quality assurance, Radio- frequency identification, Track and trace, Vacuum forming, Verification and validation, Barcode printer, Barcode reader, Bottling line, Carton machine, Check weighed, Conveyor system, Heat gun, Heat sealer, Industrial robot, Injection molding machine, Logistics automation.

Skill Development Activities:

1. Visit any packaging company to observe packaging methods & procedure
2. Survey recent trends in packaging industry
3. Suggest a list of Eco friendly packaging
4. Analyse graphic design in packaging industry
5. Analyse the importance of recycling in packaging industry

Text Books:

- 1) Calver, G. (2003) 'What Is Packaging Design', Rot vision.
- 2) Dean, D. A. (2000) 'Pharmaceutical Packaging Technology' Taylor & Francis.
- 3) McKinley, A. H. (2004) 'Transport Packaging', IoPP.
- 4) Scott Boylston (2009) Designing Sustainable Packaging, Lawrence King.
- 5) Soroka, W (1995) 'Fundamentals of Packaging Technology', IPP.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM. 7.4

Name of the Course: Store Display and Visual Merchandising

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a. Understand in-depth understanding of store design and display.
- b. Understand store image, security and managing communication.
- c. Manage visual merchandising efficiently
- d. Understand different aspects of visual merchandising.
- e. Analyse the growth and future of visual merchandising.

SYLLABUS:	HOURS
------------------	--------------

Module No. 1: Store Design and Display	12
---	-----------

Introduction, Objectives, Concept of Store Design and Display, Objectives of store design, Purpose and importance of display, Rules of display planning, Display Settings, Store Design, Exterior of a store, Interior of a store, Window displays, Merchandise Presentation Strategies, Colour blocking, Other techniques of merchandise placement, Physical materials used to support the display, Components of display, Some Useful Display Fixtures, Shelves, Gondolas, Round racks, Four ways, Saccades and fixation, Replenishes, Plano gramming.

Module No. 2: Store Image & Security	12
---	-----------

Introduction, Objectives, Concept of Image Mix, Elements of Image Mix, Merchandise, Fixtures, Sound/Music, Odour, Visuals, Employees, Elements that Levy Negative Impact on Shoppers, Change of Image, Security Issues.

Managing Communication for a Retail Store Offering: Introduction, Objectives, Marketing Communication, Thematic Communication, Methods of Communication, Graphics, Signage, The Loop for Guiding the Shoppers through a Store

Module No. 3: Introduction to Visual Merchandising	12
---	-----------

Introduction, Objectives, Concept of Visual Merchandising, Objectives of Visual Merchandising, Growth of Visual Merchandising, Visual Merchandising in India, Scope of visual merchandising in India, Visual Merchandising as a Support for Positioning Strategy, Prospects of Visual Merchandising, Challenges in Visual Merchandising, The common challenges, Ways to overcome the visual merchandising challenges

Module No. 4: Merchandise Mix	08
--------------------------------------	-----------

Introduction, Objectives, Concept of Merchandise Mix, Merchandise line, The Assortment of Products, Assortment strategy, Merchandise Mix of Show Off, Role of a merchandiser, Other Atmospheric in Merchandising, Colour scheme, Lighting.

Introduction, Objectives, Visual Merchandising at Different Stores, Apparel store, Furniture store, Gift store, Future Prospects of Visual Merchandising. Non-Store Merchandising: Introduction, Objectives, NonStore Retail Merchandising, Television retailing/home shopping, Internet retailing/online shopping, Catalogue Management, Product Presentation in Non-Store Retail Merchandising

Skill Development Activities:

Visit any retail store to observe and understand

1. Store Design and Display
2. Store image & security
3. Elements of Visual merchandising
4. Lighting and colour scheme
5. VM at different stores

Text Books:

- David Gilbert. (2003) Retail Marketing Management, Dorling Kindersley (India) Pvt. Ltd. New Delhi.
- Fleming P (2003) "Guide to Retail Management" Jaico publications.
- Newman, Andrew J. and Peter Cullen (2007) Retailing Environment and Operations, Thomson Learning, India.
- Neelesh Jain (2008) Retail Management, Global India Publications Pvt. Ltd. New Delhi.
- R.Sudarshan (2007) Retail Management, New Century Publications, New Delhi 2007.
- Swapan Pradhan (2007) Retailing Management- text and cases, Tata McGraw Hill, 2012

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)
Course Code: B.VOC.RM.8.4
Name of the Course: Customer Relationship Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, Tutorials, Group discussion, Seminar, Case studies.

Course Outcomes: On successful completion of the course, the students will be able to

- a) Know fundamental understanding of customer and customer relationship management
- b) Understand perspective on business intelligence and application service providers
- c) Analyze Sales force automation and its implication for CRM
- d) Get proficiency skills in CRM
- e) Enhance skills involved in implementation of CRM

SYLLABUS:	HOURS
Module No. 1: Meaning & Concept of CRM	10
Definition of customer and CRM, CRM technology components, customer life style, customer interaction. Difference between CRM and e-CRM, features of e-CRM. CRM Theory & Development and Relationship Marketing.	
Module No. 2: Data, Information & Technology	10
Data, Information & Technology: CRM Technology and Data Platforms, Database and Data Management, and the role of Business Intelligence (BI) in CRM; Application Service providers (ASPs): their role and function, advantages and disadvantages of implementing ASP.	
Module No. 3: Sales & Marketing Strategy	12
CRM: Impact on Sales & Marketing Strategy, Definition and need of sales force automation (SFA), barriers to successful SFA functionality, technological aspect of SFA, data synchronization, flexibility and performance, reporting tools.	
Module No. 4: Evaluation and Measurement of CRM	12
CRM Evaluation: measurement of CRM effectiveness including CRM's impact on company efficiency, effectiveness, and employee behavior, Components of enterprise marketing automation (EMA), marketing campaign, campaign planning and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management.	
Module No. 5: Implementation of CRM	12
Implementing CRM: Pre implementation, kick off meeting, requirement gathering, prototyping and detailed proposal generation, development of customization, Power , beta test and data import, training, roll out and system hand off, ongoing support, system optimization, follow up, Privacy, Ethics and Future of CRM.	
Skill Development Activities:	
1 Chart showing customer life cycle	
2. Data platforms in Retail industry	

3. Create customer profile
4. Develop CRM strategy for a company
5. Methods to measure CRM effectiveness

Text Books:

1. Kumar V. & Werner J. (2008) Customer relationship management, Willey India.
2. Mukherjee Kaushik (2008) Customer relationship management, Prentice Hall of India Private Limited, New Delhi.
3. Rai Kumar Alok (2011) Customer relationship management- Concept and Cases, Prentice Hall of India Private Limited, New Delhi. 2011
4. S. Shanmugasundaram (2008) Customer relationship management, Prentice Hall of India Private Limited, New Delhi.

Note: Latest edition of text books may be used.

Elective Group - II
Human Resource
Management

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.5.4

Name of the Course: Performance Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the students will be able to

- a) Explain the concept of Performance management and Link of Performance Management to other HR Processes.
- b) Understand Performance Management Planning Process.
- c) Understand the Mechanics of Performance Management Planning And Documentation
- d) Understand and analyse different performance appraisal methods.
- e) Understand the issues and challenges in performance management.

SYLLABUS	HOURS
-----------------	--------------

Module No. 1 Introduction to Performance Management	08
--	-----------

Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Meaning and Importance of Performance Management, Linkage of Performance Management to Other HR Processes

Module No. 2: Process of Performance Management	12
--	-----------

Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Module No. 3: Mechanics of Performance Management Planning And Documentation	12
---	-----------

The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document -

Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Importance, Characteristics of Performance Appraisal, Performance Appraisal

Process, Limitations

Module No. 4: Performance Appraisal Methods

10

Performance Appraisal Methods, Traditional Methods, Modern Methods, including 360 and 720 models and Performance Appraisal of Bureaucrats – A New Approach

Module No. 5: Issues in Performance Management

14

Performance Management and Reward: Concepts related to Performance and Reward, Role of Line Managers in Performance Management, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward – Facilitation of Performance Management System through Automation – Ethics in Performance Appraisal.

Skill Development Activities:

- a) List out the main points related to linkage of Performance Management to other HR Processes.
- b) Draft a Performance Management Planning Process.
- c) Draft Performance Management Documentation by considering selected organizations.
- d) Identify the latest performance appraisal techniques followed by different organization.
- e) Conduct a case study on a performance v/s reward methods adopted by organization in your locality.

Text Books:

1. A.M Sheikh, Human Resource development and Management, S Chand publication
2. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning, Indian Edition.
3. Uday Kumar Haldar and JuthikaSankar, Human Resource Management. Oxford Higher Education,
4. SeemaSanghi, Human Resource Management, VikasPublications,
5. SharouPande and SwapnalekaBasak, Human Resource Management, Pearson Education,
6. K. Aswathappa, Human Resource Management, McGraw Hill Education ,
7. D Gopalakrishna, Case incidents in Human resource Management, IK International Publishers,
8. B D Singh, “Performance Management System – A Holistic Approach”, Excel books
9. S Kohli and T Deb, “Performance Management”, Oxford Higher Education
10. Prem Chadha, “Performance Management- it’s about performing not about Appraising”, Mcmillan Business books
11. SoumendraNarainBagchi, “Performance Management”, Cengage Learning
12. Herman Aguinis, “Performance Management”, Pearson.
13. Kaizen strategies for improving team Performance, Prentice Hall

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.6.4

Name of the Course: Strategic Human Resource Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies

Course Outcomes: On successful completion of the course, the students will be able to

- a) Learn the relationship of HR strategy with overall corporate strategy and understand the strategic role of specific HR systems
- b) Develop the perspective of strategic human resource management.
- c) Distinguish the strategic approach to human resources from the traditional functional approach.
- d) Explain and critically evaluate theoretical paradigms in human resource management.
- e) Analyze the strategic role of human resource management in a competitive environment and evaluate the relationship between human resource management and organizational performance.

SYLLABUS

HOURS

Module No. 1: Human Resource Environment

08

HR environment HRM in knowledge economy Concept of SHRM Investment Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR -Barriers to strategic HR Role of HR in strategic planning.

Module No. 2: Strategic Framework

12

Strategic fit frameworks - Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM 156 and firm performance linkages - Measures of HRM performance - Sustained competitive advantages through inimitable HR practices.

Module No. 3: Human Resource Systems

10

HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Various Strategic Management frameworks.

Module No. 4: Strategic Options & HR Decisions**10**

Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring.

Module No. 5: Strategic Responses of Organizations**16**

Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & A s and Strategic HR. Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment

Skill Development Activities:

1. List out theoretical paradigms in human resource management.
2. Frame the HRM strategy and develop a related case study based on primary and secondary research.
3. Prepare list of Sustained competitive advantages through inimitable HR practices.
4. Prepare a chart on the Portfolio process and structure related strategic responses
5. List out the Measures of HRM performance.

Text Books:

1. Mello- Jeffrey A (2018), "Strategic Human Resource Management", Thomson Learning Inc, 1st Edition.
2. Kelliher, C., Garavan, T., Bailey, C., Mankin, D. (2018). Strategic Human Resource Management United Kingdom: Oxford University Press. 157
3. Khandekar, A., Sharma, A. (2014). Strategic Human Resource Management: An Indian Perspective. (n.p.): Lulu.com.
4. Strategic Human Resource Management: An International Perspective. (2017). United Kingdom: SAGE Publications.

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.7.4

Name of the Course: International Human Resource Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies

Course Outcomes: On successful completion of the course, the students will be able to

- a Describe the role of the HR Manager in an International context
- b List and explain the differences between domestic and international HRM
- c Explain the importance of cultural sensitivity in an international assignment
- d Critically appraise the impact of cultural and contextual factors in shaping human resource practices in MNCs
- e Discuss, critically reflect upon and evaluate ethical matters related to IHRM.

SYLLABUS

HOURS

Module No. 1: International HRM

08

International HRM - Domestic HRM v/s IHRM - Managing International activities - Human Resource Planning - International recruitment and selection - Training and development of expatriates - M & A -Integration of acquired employees in newer cultures, Global Mobility and HR-International postings

Module No. 2: Expatriation and repatriation

10

Repatriation - Expatriation and repatriation - Selection methodology of expatriation - Process of repatriation, job related adjustments, organisational development - International compensation: components, objectives and methods of compensation - Taxation decisions - Changing trends in international employment.

Module No. 3: Managing HR in Virtual Organisation

12

Managing HR in Virtual Organisation: Meaning and types of virtual organisations - Difference between traditional and virtual organisations - Features of virtual organisation - Managing HR in virtual organisations - Challenges of International performance management - Career Management & International HRM

Module No. 4: Knowledge management and international management development

12

Knowledge Management and international management development - Knowledge and Knowledge transfer - Knowledge and situated cognition - Implications for knowledge transfer - Knowledge management in MNCs - Knowledge management and IHRM -Changing scope of international management development - International manager roles: development implications, international management development initiatives, Future developments

Module No. 5: IHRM Strategies and Developments

14

IHRM Strategies and Developments - Managing diversity - Linking corporate and HRM strategy - Total quality in HRM - Scope of TQM - Comparison of Traditional and TQHRM approaches - Barriers to TQHRM - HR project planning - Importance of computerised information system - Conflict management - Human rights movement and IHRM, Experiences of Japan and China

Skill Development Activities:

1. List out the approaches of TQHRM.
2. Draft a Model of IHRM.
3. List out the various Functions of IHRM.
4. Frame the Responsibilities of the Human Resources Manager.
5. Prepare the chart on Organizational Structure of Quality Circles.

Text Books:

1. Tony Edwards, Chris rees: International Human Resource Management, Pearson, latest edition.
2. Dowling: International Human Resource Management.
3. IndraniMutsuddi: Managing Human Resources in the Global Context, New ade international publishers, latest edition
4. P.Subbarao : International Human Resource Management,HPH,latest edition

Note: Latest edition of text books may be used.

Name of the Program: Bachelor of Vocation (B.Voc.)

Course Code: B.VOC.RM.8.4

Name of the Course: Talent and Knowledge Management

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 Credits	4 Hrs	56 Hrs

Pedagogy: Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & field work etc.,

Course Outcomes: On successful completion of the course, the students will be able to

- a) Understand importance, designing & building a talent reservoir and segmentation of talent reservoir.
- b) Demonstrate the characteristics, types of valid competency model and talent management information system.
- c) Examine the purpose of developing a talent management information strategy and the role of leaders in talent management.
- d) Express the nature of knowledge management alternative views of knowledge, types of knowledge and concept of location of knowledge.
- e) Describe the factors knowledge management processes in organizational performance.

SYLLABUS	HOURS
Module No. 1: Introduction to Talent	08

Talent - Engine of new economy - Difference between talent and knowledge workers - Leveraging talent - Talent value chain - Elements of talent friendly organizations

Module No. 2: Talent Management System	12
---	-----------

Elements, benefits and challenges of Talent Management System - Building blocks of talent management: competencies, performance management, evaluating employee potential - Modern practices in talent attraction, selection, retention and engagement. Talent Management & Social Media - Emerging Trends in Talent Management

Module No. 3: Talent Planning	12
--------------------------------------	-----------

Talent Planning - Succession management process - Cross functional capabilities and fusion of talents - Talent development budget - Value driven cost structure - Contingency plan for talent - Building talent - Leadership coaching.

Module No. 4: Return on Talent**10**

Return on talent (ROT) - ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Psychometrics for TM

Module No. 5: Knowledge management**14**

Knowledge economy - Understanding Knowledge management - Types of knowledge - Knowledge centric organizations - Knowledge management framework - Knowledge creation and capture - Designing of Knowledge management strategy - Issues and challenges in knowledge Management - Implementing knowledge management strategy - Knowledge management metrics and audit.

Skill Development Activities:

1. Conduct mock Interviews imagining five senior executives of two organisations on their talent and knowledge management practices.
2. Conduct minimum one focus group discussion (FGD) on Knowledge Management Portal.
3. List out the Effects of Task Characteristics on K M Processes.
4. List out the Role of leaders in talent management.
5. Draft a chart on The Concept of Total Performance Development Systems

Text Books:

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata McGraw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
3. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
4. Masood, Anilkumarsingh and Somesh Dhamija, Talent management in Indiachallenges and opportunities, Atlantic publisher, New Delhi.
5. Elais M Awad, Hassan M Ghaziri, Knowledge management: Pearson
6. Sanjay Mahaopatra, Knowledge Management, Mcmillan
7. Waman s Jawadekar, Knowledge Management text and cases, Mc graw Hill

Note: Latest edition of text books may be used.