HSNC University, Mumbai

(The Cluster University established by Government of Maharashtra vide notification dated 30th October, 2019 under section 3(6) of Maharashtra Public Universities Act)

Ordinances and Regulations

With Respect to

Choice Based Credit System (CBCS)

For the

Programmes

Under

The Faculty of Commerce & Management

With effect from the

Academic year 2022-23

HSNC UNIVERSITY, MUMBAI

Board of Studies in Faculties of Commerce &Management

Board ofStudies in Vocational Studies (Retail)

1.) Name of Chairperson/Co-Chairperson/Coordinator:-

Dr Rita Khatri , Associate Professor, H.R College of Commerce and

Economics. Mob: 9324016060   Email Id: ritankhatri@gmail.com.

2.) Two to five teachers each having minimum five years teaching experience amongst the full time teachers of the Departments, in the relevant subject.

 a)MsKanu Priya Sharma, Assistant Professor ,H.R College

   Email id: kanupriya.sharma@hrcollege.edu , Mob : 8879512354

 b) Ms. Shweta Singh, Assistant Professor , H.R College

   Email id: singhshweta0902@gmail.com   Mob: 9702050350.

 c) Mr Rahul Mishra, Assistant Professor, H.R College of Commerce and

  Economics, Email : carahul101@gmail.com Mob: 8108588601.

3.) One Professor / Associate Professor from other Universities or professor / Associate ProfessorfromcollegesmanagedbyParentBody;nominatedbyParent Body;-

 Dr Ketan Vira , Dean and Associate Professor at K.C College of Engineering and

  Management Studie, Thane Email id: ketanvira@rediffmail.com

  Mob: 9870551111

4.) Four externl experts from Industry / Research / eminent scholar in the field relevant to the subject nominated by the Parent Body;

 a) Mr Rajiv Kalwani , Vice President- Reliance Retail Ltd

   Email id : rajivkalwani0204@gmail.com Mob:9967613000

b) MrAvinashJhangiani , Founder and CEO play2Transform Group

Email: avi@play2transform.com Mob : 7498284435

c) Ms Shilpa Dhanuka , Visiting Faculty, H,R College

Email id : Mob : sd1275@yahoo.com Mob 9867727729

d) Mr Piyush   Dhoka , Visiting Faculty , sSnior manager Transunion CIBIL

Email id: piyushrmg@gmail.com Mob :9819886332   ,

5.) Top rankers of the Final Year Graduate and Final Year Post Graduate examination of previous year of the concerned subject as invitee members for discussionsonframingorrevisionofsyllabusofthatsubjectorgroupofsubjects for oneyear.

a.) Karan Jain - Email id: karanjain603@gmail.com Mob:9167746405

b) Heer Shah – Email id: shahheery@gmail.com   Mob: 8080093168

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Ordinances and Regulations

With Respect to

Choice Based Credit System (CBCS)

For the

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Under

The Faculty ofArts and Commerce

With effect from the

Academic year 2022-23

Part I (Section A)

R. **** : **The Definitions Of The Key Terms Used In The Choice Based Credit System And Grading System Introduced From The Academic Year 2020-2021 Are As Under:**

Outline of the Choice Based Credit System as outlined by the University Grants Commission:

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

2. **Elective Course:** Generally, 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 which enables exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

   2.1 **Discipline Specific Elective (DSE) Course**: Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of **interdisciplinary** nature (to be offered by main discipline/subject of study).

   2.2 **Dissertation/Project**: An elective course designed to acquire Special/advanced knowledge, such as supplement study/support study to project work, and a candidate studies such a course on his own with advisory support by a teacher/faculty member is called dissertation/project. A Project / Dissertation work would be of 6 credits. A Project / Dissertation work may be given in place of a discipline-specific elective paper.

   2.3 Generic **Elective (GE) Course**: An elective course chosen generally from an unrelated discipline/subject, to seek exposure is called a Generic Elective.

Note: A core course offered in a discipline/subject may be treated as an elective by another discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. **Ability Enhancement Courses (AEC):** The Ability Enhancement (AE) Courses may be of two kinds: Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement;
SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

4. Choice Based Credit System (CBCS)

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill-oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students.

5. Honours Program

To enhance employability and entrepreneurship abilities among the learners, through aligning Inter-Disciplinary / Intra Disciplinary courses with Degree Program. Honours Program will have 40 additional credits to be undertaken by the learner across three years essentially in Inter / Intra Disciplinary course.

A learner who joins Regular Undergraduate Program will have to opt for the Honours Program in the first year of the Program. However, the credits for honours, though divided across three years can be completed within three years to become eligible for award of Honours Degree.

6. Program:

A Program is a set of course that are linked together in an academically meaningful way and generally ends with the award of a Degree Certificate depending on the level of knowledge attained and the total duration of the study.

7. Course:

A 'course' is essentially a constituent of a 'program' and may be conceived of as a composite of several learning topics taken from a certain knowledge domain, at a certain level. All the learning topics included in a course must necessarily have academic coherence, i.e. there must be a common thread linking the various components of a course. Several linked courses considered together are in practice, a 'program'.

8. Bridge Course:

Bridge course is visualized as Pre semester preparation by the learner before the commencement of regular lectures. For each semester the topics, whose knowledge is considered as essential for effective and seamless learning of topics of the Semester, will be specified. The Bridge Course can be conducted in online mode. Online content can be created for the Bridge Course Topics.

9. Module and Unit:

A course which is generally an independent entity having its own separate identity is also often referred to as a 'Module' in today's parlance, especially when we refer to a 'modular curricular structure'. A module may be studied in conjunction with other learning modules or studied independently. A topic within a course is treated as a Unit.

10. Self-Learning:

20% of the topics will be marked for Self-Learning. Topics for Self-Learning are to be learned independently by the student, in a time-bound manner, using online and offline resources including online lectures, videos, library, discussion forums, fieldwork, internships etc.

Evaluative sessions (physical/online), equivalent to the credit allocation of the Self Learning topics, shall be conducted, preferably, every week for each course. Learners are to be

evaluated in real-time during evaluative sessions. The purpose of evaluative sessions is to assess the level of the students' learning achieved in the topics earmarked for Self-Learning.

The teacher's role in these evaluative sessions will be that of a Moderator and Mentor, who will guide and navigate the discussions in the sessions, and offer concluding remarks, with proper reasoning on the aspects which may have been missed by the students, in the course of the Self-Learning process.

The modes to evaluate self-learning can be a combination of the various methods such as written reports, handouts with gaps and MCQs, objective tests, case studies and Peer learning. Groups can be formed to present self-learning topics to peer groups, followed by Question and Answer sessions and open discussion. The marking scheme for Self Learning will be defined under Examination and Teaching.

The topics stipulated for self-learning can be increased or reduced as per the recommendations of the Board of Studies and Academic Council from time to time. All decisions regarding evaluation need to be taken and communicated to the stakeholders preferably before the commencement of a semester. Some exceptions may be made in exigencies, like the current situation arising from the lockdown, but such ad hoc decisions are to be kept to the minimum possible.

11. Credit Point:

Credit Point refers to the 'Workload' of a learner and is an index of the number of learning hours deemed for a certain segment of learning. These learning hours may include a variety of learning activities like reading, reflecting, discussing, attending lectures/counselling sessions, watching especially prepared videos, writing assignments, preparing for examinations, etc. Credits assigned for a single course always pay attention to how many hours it would take for a learner to complete a single course successfully.

12. Credit Completion and Credit Accumulation:

Credit completion or Credit acquisition shall be considered to take place after the learner has successfully cleared all the evaluation criteria concerning a single course. Learner level of performance above the minimum prescribed level (viz. grades/marks obtained) has no bearing on the number of credits collected or acquired. A learner keeps on adding more and more credits as he completes successfully more and more courses. Thus the learner 'accumulates' course wise credits.

13. Credit Bank:

A Credit Bank in simple terms refers to stored and dynamically updated information regarding the number of Credits obtained by any given learner along with details regarding the course/s for which Credit has been given, the course-level, nature, etc. Also, all the information regarding the number of Credits transferred to different programs or credit exemptions given may be stored with the individual's history.

14. Credit Transfer:

(Performance transfer) When a learner completes a program, he/she is allowed to transfer his/her past performance to another academic program having some common courses and Performance transfer is said to have taken place.

15. Course Exemption:

Occasionally, when two academic programs offered by a single university or by more than one university, may have some common or equivalent course-content, the learner who has already completed one of these academic programs is allowed to skip these 'equivalent' courses while registering for the new program. The Learner is 'exempted' from 'relearning' the common or equivalent content area and from re-appearing for the concerned examinations. It is thus taken for granted that the learner has already collected in the past the credits corresponding to the exempted courses.

Part II (Section B)

Note: The Ordinances and Regulations given below apply to Under Graduate Programmes of the University.

O***
The minimum duration of the Under Graduate Programme will be of 3 years in the Semester pattern i.e. from Sem. I to Sem. VI.

The degree will be awarded to a learner who completes 120 credits of the programme in a period of 3 to 6 years from the year of enrolment to semester VI.

 If a learner does not earn 120 credits in 12 semesters from the year of enrolment to semester I,he/she may at his/her option transfer his/her performance in the existing/new program after establishing an equivalence between old and new syllabus. Such a performance transfer will bedecided by the Board of Studies / Ad-hoc Board / Ad hoc Committee of the concerned subject.The admission to the program will be governed by the existing rules

O*** The fees for the transfer of credits or performance will be based on the number of credits that a learner has to complete for the award of the degree.**

R **** Credits earned at one institution for one or more courses under a given program will be accepted under another program either by the same institution or another institution either through Direct Performance Transfer or Course exemption.

R** The Scheme of Teaching and Examination**:
The Scheme of Teaching and Examination shall be divided into **TWO** components, **internal assessment and External assessment** (semester-end examination) for each course of the program.

The performance of the learners shall be evaluated in two components: Internal Assessment with 40% marks by way of continuous evaluation and by Semester End Examination with 60% marks by conducting the theory examination.

Internal Assessment: - It is defined as the assessment of the learners based on continuous evaluation as envisaged in the credit-based system by way of participation of learners in various academic and correlated activities in the given semester of the programme.

  A). Internal Assessment–40%   **40marks**

1. For Theory Courses

Sr. No.	Particulars	Marks
1	**ONE** class test / online examination to be conducted in the given semester	15 Marks
2	One assignment based on curriculum (to be assessed by the teacher Concerned)	10 Marks
3	Self-Learning Evaluation	10 Marks
4	Active participation in routine class instructional deliveries	05 Marks

2. For Practical Courses

Sr. No.	Particulars		Marks
1	Semester End Practical Examination		15 Marks
	Journal	05 Marks	
	Viva	05 Marks	
	Laboratory Work	05 Marks	
2.	One assignment/project with the class presentation to be assessed by teacher concerned		10 Marks
	Presentation	05 Marks	
	Written Document	05 Marks	
3	Self-Learning Evaluation		10 Marks
4	Active participation in routine class / Laboratory instructional deliveries		05 Marks

> **Project and Assignment:**

- Project or Assignment, which can in the following forms
  - Case Studies
  - Videos
  - Blogs
  - Research paper (Presented in Seminar/Conference)
  - Field Visit Report
  - Presentations related to the subject (Moot Court, Youth Parliament, etc.)

- Internships (Exposition of theory into practice)
  - Open Book Test
  - Any other innovative methods

➢ **Self-Learning Evaluation**

- 20% of the topics of the curriculum are learned by the student through self-learning using online/offline academic resource specified in the curriculum. hence 20% of the lectures shall be allocated for evaluation of students on self-learning topics.

- The identified topics in the syllabus shall be learnt independently by the students in a time-bound manner preferably from online resources. Evaluative sessions shall be conducted by the teachers and will carry 10 Marks.

- The self-learning topics can be evaluated into 3-4 student groups on the topics,

- Prescribe time duration (in days) for completion of each group of the topic and earmark self-learning evaluation lectures in the timetable. hence each group of the topic can be assigned 3 regular lectures for this evaluation for the entire class.

  3 Sub Topics
  Each evaluative session shall carry 3 Marks (3 x 3 Units = 9 Marks). Students who participate in all evaluative sessions shall be awarded 1 additional Mark.

  4 Sub Topics
  Each evaluative session shall carry 2.5 Marks (2.5 x 4 Units = 10 Marks).

- Evaluation of self-learning topics can commence in regular lectures assigned for self-learning evaluation in the timetable

- All students will actively participate in the presentation of each of the sub-topics.

- SUGGESTIVE Methods for Evaluation of Self-learning topics in Lectures:
  - Seminars/presentation (PPT or poster), followed by Q&A
  - Objective questions /Quiz / Framing of MCQ questions.
  - Debates
  - Group discussion
  - You-Tube videos (Marks shall be based on the quality and viewership)
  - Improvisation of videos
  - Role Play followed by question-answers

- Viva Voce
- Any other innovative method

Student can be evaluated based on the quality of presentation, quality of Question and Answer, the framing of the quiz, conduct of quiz, performance in debate etc

- Teachers can frame other methods of evaluation also provided that the method, duly approved by the college examination committee, is notified to the students at least 7 days before the commencement of the evaluation session and is forwarded for information and necessary action at least 3 days before the commencement of the evaluation session.

SEMESTER END EXAMINATION: - It is defined as the examination of the learners based on performance in the semester-end theory / writtenexaminations.

B. Semester End Examination-60%   <u>**60Marks**</u>

1)   Duration – These examinations shall be of 2 hoursduration.
2)   Question PaperPattern: -

      i. There shall be four questions each of 15marks.

      ii .All questions shall be compulsory with internal choice within thequestions.

      iii The question may be sub-divided into sub-questions a, b, c, d & e only

      and the allocation of marks depends on the weightage of thetopic.

The marks of the internal assessment should not be disclosed to the students till the results of the corresponding semester is declared by the university.

HSNC University Mumbai

(2022-2023)

Ordinances and Regulations

With Respect to

Choice Based Credit System

(CBCS)

For the Programmes Under

The Faculty of Commerce and Management

For the programme

Bachelors of Vocation (BVOC) in

Retail Management

Curriculum –Third Year : Semester-V and Semester-VI

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Section C

Bachelors of Vocation (BVoc) in Retail Management

Part 1- Preamble

Education has been changing to accommodate the needs of the industry. With this larger parlance in mind, it has been a constant endeavour of institutions in the country to create curriculum to train, create and skill the learners and nurture them towards employability. The Government of India, in pursuance of the decision of Cabinet Committee on Skill Development in its meeting held on 19th December, 2013 issued a notification for National Skills Qualifications Framework (NSQF) formation. Under the National Skills Development Corporation, many Sector Skill Councils representing respective industries have been established. One of the mandates of Sector Skill Councils is to develop Qualification Packs (QPs) / National Occupational Standards (NOSs) for various job roles in their respective sectors. This course is mandated for the students of Retail Management Vocational Program. The need has been to rework on the industry specific needs, the skill based needs and the educational needs of the current times. Furthermore, the University Grants Commission (UGC) has launched a scheme on 27 February, 2014 for skills development based higher education as part of college/university education, leading to Bachelor of Vocation (B. Voc.) degree with multiple entry and exit points which has been further revised in the year 2015. The chief objective of the course is to provide undergraduate studies which would also incorporate specific job roles and their NOSs along with broad based general education. The course would enable the learners to be informed and trained graduates with a profound sense of responsibility towards the society.

1. Course Objectives:

Semester V

UV-TRM-501 Strategic Management

- To understand the meaning and significance of strategy and its importance in management.
- To gain an appreciation of the balance of qualitative and quantitative aspects of Policy formulation, Implementation and Evaluation and Control.
- To learn about the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world.
- To learn the various theories and methods of business management strategies.
- To understand the entire range of skills necessary for strategizing the process of business decisions.
- To better understand and practice the concept of change management.

UV-TRM-502 Human Resource Management

- To develop necessary skill set in the students for application of issues pertaining to Human Resource Management.
- To provide an overview of the Human Resource Department and to enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decision
- To create a critical appreciation and knowledge for understanding the determinants of human resource requirements and the means for meeting those requirements

UV-TRM 503 Leadership and Change Management

- To understand the various types of leadership styles and learn from case studies of prominent leaders.
- To present a picture of the constant change in the business and social environment.
- To discuss the impact of this change on individuals and organizations.
- To analyze ways in which organizations and individuals can deal more effectively with the change process.

UV-TRM-504 Retail Franchising

- To develop skills to analyse and synthesise information and issues related to retail Franchise.
- To examine retail franchise as a business strategy that integrates internal processes and external networks to create and deliver value for targeted customers and for the organisation.

- To ensure that students understand the role, relevance and operations of franchising as a sustainable business model in the contemporary global world.
- To update learners with details of the practical know how of getting started with franchise business.
- To provide a scope for practical learning through projects and class activities

UV-TRM-505 Retail Communication Mix

- To understand the concept of retail communication mix
- To explore the knowledge of integrating advertising and sales promotion in retail communication mix
- To understand the instore communication and effective strategies used by the manager in the store.

Semester VI

UV-SRM-601 Business Ethics and CSR

- To understand the Business Ethics and to provide best practices of business ethics .
- To learn the values and implement in their careers to become a good managers.
- To develop various corporate social Responsibilities and practise in their professional life
- To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

UV-TRM- 602 Entrepreneurship

- To understand the role and fundamentals of Entrepreneurship and the ability to identify and create business opportunities that can be commercialized successfully.
- To learn problem solving, creativity and to elaborate on the understanding of the process and types of innovation.
- To understand the relevance and application of Business Canvas Model, how to start up a venture and launching formalities for a new venture.
- The students develop and can systematically apply an entrepreneurial way of thinking and understand the process adopted for protection of intellectual property involving patents, trademarks, and copyrights.

UV-TRM-603 Sales and Negotiation Skills

- To understand the nature of conflicts, their causes and outcomes
- To study the aspects of conflict management and how to handle them effectively
- To get insight into negotiations and negotiation process
- To understand the role of third party negotiation and skills for effective negotiation

UV-TRM-604 International Practices in Retail

- To understand international retail practices.
- To understand different types of retailers.
- To have an overview of various retailing strategies.
- To gain insight on major retail players around the globe.

UV-TRM-605 Location Planning and Mall Management

- To develop skills to analyse and synthesise information and issues related to retail mall management.
- To examine location planning and Malls as a business strategy that integrates internal processes and external networks to create and deliver value for targeted customers and for the organisation.
- To ensure that students understand the scope and relevance of setting up malls and owning spaces within a mall in today's contemporary business world.
- To update learners with the functions and operations of mall management.
- To provide a scope for practical learning through projects and class activities

2. Process adopted for curriculum designing:

The members of the syllabus drafting committee developed a draft syllabus after research on the existing curriculum from other Universities, studying the current needs of the industry, analyzing the new trends in the subject and connecting to the sector skill of the discipline. Thereafter, the syllabus was put across to the academicians and industry experts. Their valuable inputs were collected through meetings and thereafter incorporated into the syllabus.

3. Salient features, how it has been made more relevant:

This syllabus has been developed with meticulous detail to identify the newer concepts in the retail scenario. There have been twin focuses on the larger global scenario and a finer Indian aspect which have been covered in detail. All valuable inputs have been adapted into the course. This course also brings into its fold, current industry challenges, solutions, India centric steps taken and future of the subject in technological usage to combat these challenges. In order to be contemporary and relevant, there is extensive use of examples, practical problem solving have introduced.

4. Learning Outcomes:
Semester V

UV-TRM-501 Strategic Management

- To understand the meaning and significance of Strategy
- To practice and implement the various theories and methods of business management strategies.

- Design and develop the business strategies for national and global management.
- Get an overview of the national and global expansion strategies
- To evaluate the various techniques and tools of strategies in business management.
- To better understand and practice the concept of change management.

UV-TRM-502 Human Resource Management

- Students will get a clear understanding of managing the human resources from getting employees on board to developing and retaining them
- Evaluate the developing role of human resources in the global era
- Learners will have an awareness about the industrial relations and the elements associated with it

UV-TRM 503 Leadership and Change Management

- To understand Leadership, Role and function of a Leader

- To absorb Leadership theories and styles

- To gain knowledge about Organizational change concepts

- To understand the Perspectives of change

- To be able to formulate Strategies for Managing change

UV-TRM-504 Retail Franchising

- The students will be able to understand the fundamental of retail franchise such as modes, internalisation, vertical marketing system, legal aspects.
- There will be improvement in the analytical skills of the learners as they understand the scope of franchising through market research, evaluation of franchise and explore ways to integrate its workings within the economy.
- The students will be able to study the impact of franchising on revenues and profit sharing.
- The students will be updated with basic operational infrastructure like marketing, finance, legal documentation and process along with understanding the role of consumer behaviour and technology.
- There will be an awareness regarding franchising for better decision making ability
.

UV-TRM-505 Retail Communication Mix

- The student will be able to understand the concept of retail communication mix
- To study and implement the use of advertising and sales promotion in retail communication mix for attractive customers
- To enhance the awareness of communication and effective strategies used by the manager in the store.

Semester VI

UV-TRM-601 Business Ethics and CSR

- To incorporate the concept of Business Ethics and Corporate Social Responsibility (CSR) into business decisions.
- Explain ethical issues that are found in corporate governance and shareholder relationships.

UV-TRM- 602 Entrepreneurship

- To sharpen creative, innovative and problem solving skills of students which will enable them to ideate towards new entrepreneurial ventures.
- Students will learn life skills and how to tackle failures and uncertainties especially in the domain of entrepreneurship.
- Identification and selection of best entrepreneurial opportunities through application of design thinking and other methodologies.
- To learn new modern business models, entrepreneurial culture and ethics.

UV-TRM-603 Sales and Negotiation Skills

- To understand and appreciate the skills and competencies required to be an effective sales person
- To close sales effectively and manage their respective territories
- To understand and appreciate what it takes to be a good negotiator
- To manage conflict in the negotiation process
- To understand the advantages and limitations of various negotiation strategies

UV-TRM-604 International Practices in Retail

- Students will comprehend the retail practices followed by retailers internationally.
- Will have an insight about various types of retail players across the globe.
- Thorough understanding of mandate retailing strategies and models.
- Gain knowledge and learn strategies about retail giants.

UV-TRM-605 Location Planning and Mall Management

- The students will be able to understand the fundamental of location planning and mall management like location research techniques, store security, store layouts, mall common area management and operations like HR, finance and marketing.

- There will be improvement in the analytical skills of the learners as they understand the key components of Mall management like positioning strategy, zoning, tenant mix and explore ways to integrate it within an organization.
- The students will be able to study the impact of mall promotions and event management.
- The students will be updated with sustainability and profitability of malls amidst today's ecommerce economy.

5. Input from stakeholders

For drafting the syllabus, each department has taken inputs from industry experts, parents and notable alumni. The stakeholders have been impressed with the inclusion of e-learning options for the learners provided in the syllabus. They have suggested subsequently to add more practical hands on examples, learning through games and GIS certificate programs. For more advanced related topics, there can be sharing of video lectures and seminars, workshops, short term courses could be organized.

Part 2 - The Scheme of Teaching and Examination is as under:

Semester – V
Summary

Sr. No.	Choice Based Credit System	Subject Code	Subject Name
1	General Component	**UV-TRM-501**	Strategic management
		UV-TRM-502	Human Resource Management
		UV-TRM-503	Leadership and Change Management
2	Vocational Component	**UV-TRM-504**	Retail Franchising
		UV-TRM-505	Retail Communication Mix

Second Year Semester V Internal and External Detailed Scheme

Sr. No.	Subject Code	Subject Title	Periods Per Week							Internals				Total Marks
			Units	SL	L	T	P	Credit	SLE	CT	AP	TA	SEE	
1	UV-TRM-501	Strategic Management	4	20%	4	0	0	4	10	15	5	10	60	100
2	UV-TRM-502	Human Resource Management	4	20%	4	0	0	4	10	15	5	10	60	100
3	UV-TRM-503	Leadership and Change Management	4	20%	4	0	0	3	10	15	5	10	60	100
4	UV-TRM-504	Retail Franchising	4	20%	4	0	0	5	10	15	5	10	60	100
5	UV-TRM-505	Retail Communication Mix	4	20%	4	0	0	4	10	15	5	10	60	100
6	UV-TRM-506	E Learning						1						50
7	UV-TRM-507	Experiential Learning						1						50
Total Hours / Credit								22		Total Marks				600

SL: Self Learning, L: Lecture, T: Tutorials, P: Practical, SLE- Self learning evaluation,

CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment

Third Year Semester – V Units – Topics – Teaching Hours

S. N0	Subject Code		Subject Unit Title	Lectures	Total No. of lectures	Credit	Total Marks
1	UV-TRM-501	I	Introduction	15	60	4	100 (60+40)
		II	Strategy Formulation	15			
		III	Strategy Implementation	15			
		IV	Strategic Evaluation & Control; Global Management	15			
2	UV-TRM-502	I	Introduction to HRM	15	60	4	100 (60+40)
		II	Job analysis, Job Design and Job Evaluation	15			
		III	Performance Appraisal	15			
		IV	Participative Management	15			
3	UV-TRM-503	I	Introduction to Leadership	15	60	3	100 (60+40)
		II	Contemporary issues in leadership	15			
		III	Organisation Culture and level of change	15			
		IV	Resistance to Change and impact	15			
4	UV-TRM-504	I	Basis of Franchise	15	60	5	100 (60+40)
		II	Franchise agreement and Legal matters of franchise	15			
		III	Evaluating the Franchise	15			
		IV	Current Scenario of Franchise	15			
5		I	Retail Communication Mix	15			

	UV-TRM-505	II	Advertising	15	60	4	100 (60+40)
		III	Sales Promotion	15			
		IV	Instore Communication	15			
6	UV-TRM-506	E learning				1	50
7	UV-TRM-507	Experiential Learning				1	50
		Total				22	600

Lecture Duration – 60 Minutes = 1 Hours. (60 Lectures equivalent to 60 hours)

For 3 Credits subject- 1 credit = 20 hours

For 4 Credits subject- 1 credit= 15 hours

For 5 Credits subject- 1 credit = 12 hours

For 16 Credits subject- 1 credit = 3.75 hours

Part 3 - Detailed Scheme

Course Code: UV-TRM-501

Subject: Strategic Management

Sr. No.	Modules/ Units	No. of Lectures
1	**Introduction** 1.1 Business Policy - Meaning, Nature, Importance 1.2 Strategy - Meaning, Definition 1.3 Strategic Management - Meaning, Definition, Importance, Strategic management 1.4 Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) 1.5 Strategic Intent - Mission, Vision, Goals, Objective, Plans	15
2	**Strategy Formulation** 2.1 Environment Analysis and Scanning- SWOT and PESTLE 2.2 Strategy Levels: – Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) – Business Level Strategy (Cost Leadership, Differentiation, Focus) – Functional Level Strategy (R&D, HR, Finance, Marketing, Production)	15
3	**Strategic Implementation** 3.1 Models of Strategy making. 3.2 Strategic Analysis; Choices & Implementation: BCG Matrix, GE 9 Cell, Porter's 5 Forces, 7S Frame Work 3.3 Implementation: Meaning, Steps and Implementation at Project, Process, Structural, Behavioural, Functional level. 3.4 Case studies	15
4	**Strategic Evaluation & Control; Global Management** 4.1 Strategic Evaluation & Control – Meaning, Steps of Evaluation & Techniques of Control 4.2 Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. 4.3 Diversity / Change Management – Elementary Concept, Meaning and Importance, Process and Challenges of diversity management. 4.4 Contemporary Management – introduction, meaning, issues and significance 4.3 Global Management – introduction, meaning, Hofstede's dimensions and Recruitment policies.	15

SLE TOPICS:
1. Business Units (SBU's) Strategic Intent - Mission, Vision, Goals, Objective, Plans
2. Environment Analysis and Scanning - SWOT and PESTLE

ONLINE RESOURCES:

https://nptel.ac.in/courses/110108047
https://www.youtube.com/watch?v=WKr-lfE4QaE

REFERENCE BOOKS:
1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
2. P.K. Ghosh: Business Policy, Strategy, Planning and Management
3. Christensen, Andrews Dower: Business Policy- Text and Cases
4. William F. Gkycj: Business Policy – Strategy Formation and Management Action
5. Bongee and Colonan: Concept of Corporate Strategy.

Course Code: UV-TRM-502

Subject: Human Resource Management

Sr. No.	Modules/ Units	No. of Lectures
1.	**Introduction to HRM**	15
	1.1 Definition, Features, Scope/Functions of HRM, Definition of Personnel Management	
	1.2 Difference between HRM and PM	
	1.3 Challenges before the HR manager	
	1.4 Role of HR manager	
	1.5 Traits/ characteristics of the workplace	
	1.6 **Human Resource Planning :** Definitions , Objectives and importance of HRP	
	1.7 Factors affecting HRP	
	1.8 Process of HRP along with brief coverage of personnel demand and supply forecasting techniques	
	1.9 Promotions and transfers	
	1.10 Introduction to HRD	
	1.11 HRM vs HRD	
2.	**Job analysis, Job Design and Job Evaluation**	15
	2.1 Job analysis- definition, methods of collecting data, merits and demerits	

	2.2**Recruitment and Selection**	
	2.1Recruitment- Definitions, sources of recruitment, merits and demerits	
	2.2Selection- definition, process of selection, types of selection tests, types of interviews	
	2.3**Training and Development**	
	Definition of Training and Development	
	2.4 Methods of training managers	
	2.5 Process/ procedure of conducting training programme	
	2.6 Management Development Programs	
3.	**Performance Appraisal**	15
	3.1 Performance Appraisal - concept, process, methods and problems , KRA's	
	3.2 Methods of appraisal for managers- traditional and modern	
	3.3 **Career Planning and Development**	
	Definitions of Career Planning and Development, Process/ procedure of career planning	
	3.4 Career stages/ Career Life Cycle and handling personnel at each stage	
	3.5 Succession Planning	
	3.6 Employees attitudes vs expectation : Rewards and PunishmentsTermination, layoffs, Attrition, Retrenchment, Separations, Downsizing	
	3.7 Global Human Resource Management and future issues : Comparison of Global vs Domestic HRM	

4.	**Participative Management**	15
	4.1 Definition of Participative Management	
	4.2 Factors essential for successive participative management	
	4.3 Forms of participation, Participation through Quality Circles, Empowered Teams	
	Industrial Relations	
	4.4 Definitions of Industrial Relations , Features of Industrial Relations	
	4.5 Importance of Industrial Relations	
	4.6 Approaches to Industrial Relations , Parties to Industrial Relations	
	Trade Unions	
	4.7 Definitions Of Trade Unions	
	4.8 Features Of Trade Unions	
	4.9 Trade Union Movement In India	
	4.10 Tends In Trade Unions	

Sr. No	Unit	Topic
1	1	Recruitment and Selection
2	2	Process/ procedure of conducting training program
3	3	Performance Appraisal - concept, process, methods and problems, KRA'S
4	3	Career planning and succession planning

Online resources

https://www.youtube.com/watch?v=FiPPfxWgefA

(IIT Kharagpur)

http://www.digimat.in/nptel/courses/video/110105069/L06.html
http://www.digimat.in/nptel/courses/video/110105069/L09.html
https://www.youtube.com/watch?v=nqXUfrblLUM_(NPTEL)

References

1. Aswathappa, K: Human Resource and Personnel Management: Text and Cases, Tata McGraw Hill

2. Sadri, Jayshree and Sadri, Sorabh: A Strategic Approach to Human Resource Management, Jaico Publishing House

3. Mamoria: Personnel Management, McGraw Hill- International

4. Armstrong, Michael: Handbook of Human resource Management Practice, Kogan Page

UV-TRM-503

Leadership and Change Management

Unit	Contents	No. of Lectures
I	**Introduction to Leadership** 1.1. Leadership- Meaning, Traits and Motives of an Effective Leader, Styles of Leadership 1.2 Theory- Trait Theory, Behavioural Theory, Path Goal Theory 1.3 Transactional Vs. Transformational Leaders 1.4 Strategic Leaders- Meaning of Charisma, Qualities 1.5 Charismatic Leaders-Meaning of Charisma, Qualities, Characteristics, Types of Charismatic Leaders (Socialized, Personalized, Office-Holder, Personal Divine)	15
II	**Contemporary Issues in Leadership** 2.1 Contemporary Issues In Leadership- Leadership Roles, Team Leadership, Mentoring, Self-Leadership, Online Leadership, Finding and Creating Effective Leader.	15

		2.2 Great Leaders, Their Style, Activities And Skills (Ratan Tata, Narayan Murthy, Bill Gates, Mark Zuckerberg, Donald Trump, Indra Nooyi, Kiran Mazumdar- Shaw), Elon Musk,	
III		**Organisation Culture and level of change** 3.1 Introduction and Levels of Change. Importance, Imperatives of Change, Forces of Change. Causes- Social, Economic, Technological and Organizational. 3.2 Organizational Cultures and Change. 3.3 Change and Implementation- Individual Change: Concept, Need and Importance 3.4 Technological change: Introduction special features of new technology; organizational implications of technological change	15
IV		**Resistance to Change and and Impact** 4.1 Change and its Impact- Resistance to Change and Sources- Sources of Individual Resistance, Sources of Organisational Resistance 4.2 Overcoming Resistance to Change 4.3 Effective Implementation of Change- Change Agents and Effective Change Programs. 4.4 Case Studies of Companies during Covid -19 pandemic	15

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Traits and Motives of an Effective Leader
2	Overcoming Resistance to Change

Online Resources

https://onlinecourses.nptel.ac.in/noc19_mg34/preview

Reference Books

1. Kumar, Niraj: Organizational Behaviour: A New Looks (Concept, Theory and Cases), Himalaya Publishing House

2. Sahu and Bharti: Strategic Leadership, Excel Books

3. Kavita Singh: Organizational Change

4. Radha Sharma: Training and Development

UV-TRM-504

Retail Franchising

Sr. No.	Modules/ Units	No. of Lectures

1	**Basis of Franchise**
	1.1 Meaning and Definition of Franchise.
	1.2 Franchise as a Business Model
	1.3 Retailing and Vertical Marketing system
	    a. Types of Franchise
	    b. Modes of Franchise
	1.4 Franchising in India
	    a. Pros and cons of franchise
		15

2	**Franchise agreement and Legal matters of franchise**
	2.1 Types of Agreement
	2.2 Federal trade Commission
	    a. Descriptions of the rights granted
	    b. Terms of the agreement
		15

3	**Evaluating the Franchise** 3.1 Indentifying, analysing and Executing Managerial solutions 3.2 Marketing the Franchise Business 3.3 Franchise Relationship Model	15

4	**Current Scenario of Franchise in India**
	4.1 Case study Discussion
	4.2 Analysing the scope of franchise in Indian sectors like :
	    a. Cosmetic
	    b. FMCG
	    c. Travel and Hospitality
	    d. Manufacturing
	    e. Service
	    f. Textile
		15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.4 PROS AND CONS FOR FRANCHISE BUSINESS MODEL
2	2.2 FRANCHISE AGGREEMENT TERMS
3	3.2 MARKETING FRANCHISE BUSINESS MODEL
4	4.2 ANALYSING THE SCOPE OF FRANCHISE IN INDIAN SECTORS

Online Resources

1. https://www.franchise.com
2. https://www.franchise.org
3. https://www.franchiseindia.com
4. https://www.franchisecompany.co.uk/international-franchising
5. https://www.thebalancesmb.com/international-franchising-a-global-strategic-initiative

Reference Books

1. Franchising An Entrepreneur's Guide 4th Edition (Textbook Only) Authors: Richard J. Judd and Robert T. Justis ISBN 10: 0-759-36705-1 ISBN 13: 978-0-7593-6705-0

2. Franchise MBA: Mastering the 4 Essential Steps to Owning a Franchise by Nick Neonakis, Sagar Rambhia, and Aditya Rengaswamy

3. Franchise Your Business: The Guide to Employing the Greatest Growth Strategy Ever by Mark Siebert

4. Franchising and Licensing: Two Powerful Ways to Grow Your Business in Any Economy by Andrew Sherman

5. Franchising For Dummies (For Dummies Series) Paperback

6. Retail Franchising: Sidhpuria, Manish, Tat McGraw Hill, 2009

7. An Introduction to Franchising: Webber, Robert, Palgrave Macmillan, 2013

Unit	Contents	No. of Lectures
I	**Retail Communication Mix** 1.1 Retail Communication Mix: Communication tools, Objectives of communication and tools, 7 strategies of effective retail communication 1.2 Planning communication mix: setting objectives, determining budget, allocating budget, implementing and evaluating the budget 1.3 Retail Communication trends, Retail communication program.	15
II	**Advertising** 2.1 Features of advertising 2.2 Steps in designing advertising campaign 2.3 Advantages of advertising 2.4 Classification of advertising 2.5 Types of advertising 2.6 Case studies	15
III	**Sales Promotion** 3.1 Introduction and nature 3.2 Opportunities and limitations of sales promotion 3.3 Types of sales promotion 3.4 Advantages of sales promotion 3.5 Personal selling and publicity/ public relation: Introduction, Objectives, Advantages and disadvantages	15

	3.6 Case studies	
IV	**In Store Communications**	15
	4.1 Managing in store communication events	
	4.2 Types of in store communication	
	4.3 Advantages and disadvantages of in store communication	
	4.4 Ideas for improving retail communication for retailers	
	4.5 Strategies to improve in store communication	

References:

- Branding a Store: How to build successful retail brands in a changing marketplace: Floor, Ko, BIS Publishers, 2006
- Principles of Retailing: Rafiq, Mohammed, RV&MR, 2014

Part 4 - The Scheme of Teaching and Examination

Semester – VI

Summary

Sr. No.	Choice Based Credit System	Subject Code	Subject Name
1	General Component	**UV-TRM-601**	Business Ethics and CSR
		UV-TRM-602	Entrepreneurship
		UV-TRM-603	Sales and Negotiation Skills
2	Vocational Component	**UV-TRM-604**	International Practice in Retail
		UV-TRM-605	Location Planning and Mall Management

Second Year Semester IV Internal and External Detailed Scheme

Sr N o.	Subject Code	Subject Title	Periods Per Week						Internals				Total Marks
			Units	SL	L	T	P	Credit	SLE	CT	AP	TA	SEE	
1	UV-TRM-601	Business ethics and CSR	4	20%*	4	0	0	4	10	15	5	10	60	100
2	UV-TRM-602	Entrepreneurship	4	20%*	4	0	0	3	10	15	5	10	60	100
3	UV-TRM-603	Sales and Negotiation skills	4	20%*	4	0	0	4	10	15	5	10	60	100
4	UV-TRM-604	International practices in retail	4	20%*	4	0	0	4	10	15	5	10	60	100
5	UV-TRM-605	Location planning and Mall Management	4	20%*	4	0	0	5	10	15	5	10	60	100
6	UV-TRM-606	E Learning						1						50
7	UV-TRM-607	Experiential Learning						1						50

| 8 | UV-TRM-608 | Year End Internship/ Project Work | | | | | | 16 | | | | | | | 200 |
| | Total Hours / Credit | | | | | | | 38 | | | Total Marks | | | | 800 |

SL: Self Learning, L: Lecture, T: Tutorials, P: Practical, SLE- Self learning evaluation,

CT-Commutative Test, SEE- Semester End Examination, TA-Teacher Assessment

*One to two lectures to be taken for CONTINUOUS self -learning Evaluation.

Third Year Semester – VI Units – Topics – Teaching Hours

S. N	Subject Code		Subject Unit Title	Lect ures	Total No. of lectures	Cre dit	Total Marks
1	UV-TRM-601	I	Introduction to Business Ethics	15	60	4	100 (60+40)
		II	Indian Perspectives to Ethics	15			
		III	Corporate Governance	15			
		IV	Concept of CSR and CSR in Society	15			
2	UV-TRM-602	I	Introduction to Entrepreneurship	15	60	3	100 (60+40)
		II	Entrepreneurial Development	15			
		III	Entrepreneurial Project Development	15			
		IV	Small and Medium Enterprises (SMEs)	15			
3	UV-TRM-603	I	Sales Management	15	60	4	100 (60+40)
		II	Selling	15			
		III	Introduction to Negotiation	15			
		IV	The Negotiation Stage	15			
4	UV-TRM-604	I	International Retailing: An overview	15	60	4	100 (60+40)
		II	International Retailing Strategy - An Over View	15			
		III	Retailing Practices - USA (Case Studies)	15			
		IV	Retailing Practices - EU and Asia (Case Studies)	15			
5		I	Localization of Retail Stores	15			

	UV-TRM-605	II	Store Layout	15	60	5	100 (60+40)
		III	Introduction to Mall Management	15			
		IV	Recent trends in Mall Management and Future Prospects	15			
6	UV-TRM-606	E learning				1	50
7	UV-TRM-607	Experiential Learning				1	50
8	UV-TRM-608	Year End Internship/ Project Work				16	200
		Total				38	800

Lecture Duration – 60 Minutes = 1 Hours. (60 Lectures equivalent to 60 hours)

For 3 Credits subject 1 credit = 20 hours

For 4 Credits subject- 1 credit= 15 hours

For 5 Credits subject- 1 credit = 12 hours

For 16 Credits subject- 1 credit = 3.75 hours

Part 5 - Detailed Scheme

Curriculum Topics along with Self-Learning topics -To be covered, through self-learning mode along with the respective Unit. Evaluation of self-learning topics to be undertaken before the concluding lecture instructions of the respective Unit.

Course Code : UV-TRM-601
Business Ethics and CSR

Unit	Contents	No. of Lectures
I	**: Introduction to Business Ethics** 1.1 Business Ethics-Conceptual Background 1.2 Conceptual Approaches to Business Ethics 1.4 Normative Ethics, Perspective Ethics and Applied Ethics 1.5 Ethics, Morality and Legality 1.6 Concept of Right and Duty: Business- Western and Indian Perspectives 1.7 Definition and Scope Relevance in Social Changes 1.8 Ethical Organism and Corporate Code of Conduct	15
II	**Indian Prespectives of Ethics** 1.1 Purusharthas: Dharma, Artha, Kama, Mokhsha 1.2 Concept of Dharma 1.3 Ethics: A Global Perspective 1.4 Ethics in Global Marketing and Advertising 1.5 Ethical Perspective in Employment Including International Labour Organization Standards	15
III	**Corporate Governance** 3.1 Corporate Governance: Meaning, scope and reporting 3.2 The Agency Theory: Principal-Agent Relationship 3.3 Role of CEO, Board and Senior Executives 3.4 Right of Investors and Shareholders	15

IV	**Concept of CSR and CSR in Society**	15
	4.6 Meaning and Scope of CSR	
	4.7 Relevance and Significance of CSR in Contemporary Society	
	4.8 Value Approach to CSR	
	4.9 CSR: Within the Organization	
	4.10 Role and Responsibility of Local Community in Business	
	4.11 Interventions of Business to fulfill social responsibilities	
	4.12 CSR and Sustainable Development	
	4.13 CSR through Triple Bottom Line in Business	

Self-Learning topics (Unit wise):

Sr. No	Topic
1	Business Ethics-Conceptual Background
2	CSR: Within the Organization

Online Resources

https://nptel.ac.in/courses/109104032
https://onlinecourses.nptel.ac.in/noc21_mg54/preview

Reference Books

- William Lillie, "An Introduction To Ethics", Universal Paperbacks
- R.M. Lala, "In Search of Ethical Leadership", Vision Books Pvt. Ltd.

- Joseph Des Jardind, "An Introduction to Business Ethics", Tata McGraw Hill, 2nd Edition, 2009

Course Code : UV-TRM-602
Entrepreneurship

Unit	Contents	No. of Lectures
1.	**Introduction to Entrepreneurship** 1.1 Concept, meaning and definition of entrepreneur and entrepreneurship 1.2 Importance and significance of growth of entrepreneurial activity 1.3 Characteristics and qualities of entrepreneurs 1.4 Classification and types of entrepreneurship 1.5 Entrepreneurial Decision Making activities Role models, mentors and support system for entrepreneurs 1.6 External Influences on Entrepreneurship Development (PESTLE) 1.7 Role of Entrepreneurial culture in Entrepreneurship Development, relevance of subcultures of different countries.	15
2.	**Entrepreneurial Development** 2.1 Factors influencing entrepreneurial development and motivation 2.2 Entrepreneurial Development Programme (EDP), managing the problems faced by entrepreneurs 2.3 Development of women entrepreneurs with reference to SHGs 2.4 Options available to entrepreneurs- ancillarisation franchising and outsourcing. 2.5 Cases on takeover, mergers and acquisitions in India and at global level	15
3.	**Entrepreneurial Project Development**	15

		3.1 Entrepreneurial Project Development	
		3.2 Idea Generation- sources and methods	
		3.3 Identification and Classification of ideas	
		3.4 Environmental scanning and SWOT analysis and Porters 5 forces	
		3.5 Preparation of project plan-points to be considered	
		3.6 Components of an ideal business plan-market plan, financial plan, operational plan and HR plan	
		3.7 Creating Entrepreneurial Venture-Entrepreneurship Development Cycle	
		3.8 Business Model Canvas	
		3.9 Critical Risk Contingencies of the proposal, Scheduling and milestones.	
4.		**Small and Medium Enterprises (SMEs)**	15
		4.1 Meaning, definition and evolution of SMEs	
		4.2 Role and importance of SMEs	
		4.3 Policies governing SMEs	
		4.4 Organizational structure	
		4.5 Steps involved in starting of Venture: Launching formalities (licensing, registration, GST no and other formalities	
		4.6 Government initiatives to promote entrepreneurship in India: Small and Medium Enterprises Development (MSMED) Act, 2006 (Amended in 2020)	
		4.7 New trends in entrepreneurship: Digital Nomadism, Subscription based business	
		4.8 Transition from Campus to Entrepreneurial Life: Elevator pitch, Entrepreneur communities	

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic

1	1	Concept of Entrepreneurship
2	1	External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal.
3	2	Women Entrepreneurs
4	3	Environmental scanning and SWOT analysis and Porters 5 forces.
5	4	New trends in entrepreneurship: Digital Nomadism, Subscription based business,

Online Resources
1. https://nptel.ac.in/courses/110/107/110107094/
2. https://nptel.ac.in/courses/110/106/110106141/

References

- Innovation and Entrepreneurship (1985) by Peter F. Drucker

- Angels, Dragons and Vultures (2011) by Simon Acland

- Crossing the Chasm (1991) by Geoffrey A. Moore

- The $100 Startup (2012) by Chris Guillebeau

- A Dozen Lessons for Entrepreneurs by Tren Griffin

- The Sage handbook of small business and entrepreneurship by Blackburn, Robert A; De Clercq, Dirk; Heinonen, Jarna

- Dream With Your Eyes Open by Ronnie Screwvala by Ronnie Screwvala

- Bhaag by Ganesh V.

- Connect The Dots by Rashmi Bansal

- Dhirubhai Ambani: Against All Odds by A G Krishnamurthy

- Steel King: Lakshmi Mittal by Prateeksha M Tiwary

Course Code : UV-TRM-603

Sales and Negotiation Skills

Unit	Contents	No. of Lectures
I	**Sales Management** 1.1 Meaning, Role of Sales Department, Evolution of Sales Management 1.2 Interface of Sales With Other Management Functions 1.3 Qualities of a Sales Manager	15

	1.4 Sales Management: Meaning, Developments In Sales Management-Effectiveness To Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use Of Internet, CRM, Professionalism in Selling 1.5 Structure of Sales Organization- Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure. 1.6 AIDA & AIDCAM Model for effective Sales		
II	**Selling** 2.1 Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing 2.2 Theories of Selling- Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory 2.3 Selling Skills- Communication Skills, Listening Skills, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill 2.4 Selling Strategies- Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, and Negotiation Strategy. 2.5 Difference Between Consumer Selling and Organizational Selling **2.6** Difference Between National Selling and International Selling	15	
III	**Introduction to Negotiation** 3.1 Definition; Negotiation vs. other social interactions; Aspects of negotiation research and practice; Aspects of negotiation 3.2 Goal-setting: identifying your goals, options and criteria of success 3.3 Identifying your BATNA (best alternative to a negotiated agreement) and ZOPA (zone of possible agreement)**;** Assessing the other side, red-teaming	15	
IV	**The Negotiation Stage** **4.1** 3 phases of actual negotiations: initial phase, exploratory phase and finalization **4.2** Rational and emotional elements of trust, cultural and psychological differences of trusting people **4.3** Tactics for promoting a constructive negotiation climate**;** Positions and interests in negotiations **4.4** negotiation scenarios: win-win, win-lose, lose-win, lose-lose **4.5** Case studies of successful negotiations (Twitter deal)	15	

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.1	Meaning of Conflict, Causes, Levels of Conflict
2	3.2	Role of Communication, Personality and Emotions in Negotiation.

| 3 | 4.2 | Skills for Effective Negotiation as an Approach to Manage Conflicts |
| 4 | 4.4 | Culture and Negotiation – Meaning, Influence of culture on negotiations |

Online Resources

https://youtu.be/wYb_PKTawE4 (IIT KHARAGPUR)
https://youtu.be/KXTi6S-pLa8 (IIT KHARAGPUR)
https://hbr.org/video/4773888299001/negotiating-across-cultures (Harvard Business Review)

Reference Books

- Fundamentals of Selling - Charles Futrell 10th edition
- Negotiation - Lewicki, Saunders, Barry 6th edition
- Selling, Principles and Practices - Russell, Beach and Buskirk
- Ziglar on Selling - The Ultimate Handbook for the complete sales professional - Zig Ziglar
- Secrets of top Performing sales professional - Del Gaizo, Lunsford, Marone
- Everyday Negotiation - Kolb and Williams
- Negotiating Skills for Managers - Steven Cohen
- Win-Win Negotiating - Turning Conflict into Agreement - Fred E Jandt
- Bargaining Games - A New Approach to Strategic Thinking in Negotiating - J K Murnighan

Readings

1) The Only Four Page Guide to Negotiating You'll Ever Need - HBR article

2) Six Habits of Merely Effective Negotiators - James K Sebenius, HBR article

3) Negotiating with a customer you can't afford to lose - Thomas C Keiser

4) Step into my parlor: A survey of strategies and techniques for effective negotiation - Terry Anderson

5) Negotiation games - Negotiating Techniques - Tom Nelson

Course Code : UV-TRM-604
International Practices in Retail

Unit	Contents	No. of Lectures

I	**International Retailing: An overview** 1.1 Introduction to International Retailing 1.2 Type of Retailers 1.3 Multi-Channel Retailing 1.4 Global Customer Buying Behavior 1.5 Different modes for International retailers	15
II	**International Retailing Strategy - An Over View** 2.1 Retail Market Strategy 2.2 Finance Strategy 2.3 Location Strategy 2.4 HR Strategy 2.5 Branding strategies 2.6 Factors for International Retailing	15
III	**Retailing Practices - USA (Case Studies)** 3.1 Wal-Mart; 3.2 Nordstorm 3.3 Albertson 3.4 JC Penny	15
IV	**Retailing Practices - EU and Asia (Case Studies)** 4.1 Hermes (France) 4.2 Reebok (UK) 4.3 Aeon (Japan) 4.4 Ekeda (Germany) 4.5 Marks & Spencer 4.6 D-Mart (India) 4.7 Reliance (India)	15

Self-Learning topics (Unit wise):

Sr. No	Unit	Topic
1	1.1	Highlight how demographic profile differs during customer buying behavior.
2	3.2	Elucidate on CRM, BCG Matrix and Ansoff Matrix.
3	4.2	Explain how Amazon & Alibaba are similar yet different.
4	4.4	Take any Indian retail company and highlight its growth.

Online Resources

- https://kpu.pressbooks.pub/introconsumerbehaviour/chapter/demographic-influences/

- https://www.researchgate.net/publication/322695566_An_Analysis_on_BCG_Growth_Sharing_Matrix

- https://www.mbaknol.com/strategic-management/strategic-marketing-tools-ansoff-matrix-and-bcg-matrix/
- https://www.hubspot.com/products/crm/what-is

- https://www.repricerexpress.com/amazon-vs-alibaba-winning/

- https://www.businessmanagementideas.com/case-studies/case-study-on-retail-sectors-india/15753

References:

1. Levy & Weitz, Retail Management, Tata McGraw Hill, New Delhi, 2005 (Unit 1 & 2)

Reference Books

1. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill

2. Fleming.P, "Guide To Retail Management" Jaico Publications.

3. Gopal, W, "Retail Management" ICFAI.

4. S.L.Gupta, "Retail Management"

5. Mitra, S.N., "Retail Management", Pointer Publication, Jaipur.

6. Berry Berman & J.R. Evans, "Retail Management – A Strategic approach", Prentice Hall of India, New Delhi.

7. Harvinder Singh, Srini R Srinivasan (2012), Mall Management: Operating in Indian Retail Space, Tata McGraw Hill Education Pvt. Ltd

8. Levy & Weitz (2011), Retailing Management (5th ed), Tata McGraw Hill, Burman & Evans(2011)

9. Retail Management-A strategic Approach (8th ed), (Pearson Education)

10. Paco Underhill (2007), Simon & Schuster, Call of the Mall

Course Code : UV-SRM-605
Retail Location Planning and Mall Management

Sr. No.	Modules/ Units	No. of Lectures
1	**Localization of Retail Stores** 1.1 Setting up Retail organization 1.2 Size and space allocation	15

	1.3 Location strategy, factors affecting the location of Retail 1.4 Retail location Research and Techniques 1.5 Objectives of Good store Design	
2	**Store Layouts** 2.1 Store Layout and Space planning 2.2 Types of Layouts 2.3 Store Security, Parking Space Problem at Retail Centres 2.4 Controlling Costs and Reducing Inventories Loss 2.5 Store Exteriors and Interiors	15

3	**Introduction to Mall Management**
	3.1 Concept of shopping mall, Growth of malls in India,
	   3.1.1 Mall positioning strategies, Strategic planning for malls (SWOT analysis)
	   3.1.2 Concepts in mall design, Factors influencing malls' establishment
	   3.1.3 Concept and Tenant-Mix Planning - Deciding Tenant-mix and anchor tenant(s)
	   3.1.4 Concept of Retail Zoning
	3.2 **Mall Architecture and Operations**
	   3.2.1 Store allocation, Leasing negotiations, Lease Management, Marketing and Space Selling
	   3.2.2 Maintenance and repairs, Security and Safety procedures and regulations
	   3.2.3 Operational activities, Footfalls measurement, Common Area Management
	   3.2.4 Mall promotion & Events management
		15

4	**Recent trends in Mall Management and Future Prospects** 4.1 Suitability of popular retail formats as anchor tenants like Hyper markets, Department Stores, Multiplexes and Eating joints. 4.2 Comparative case study on the various Malls in India 4.3 Role of Consumer Behaviour and Market Research in Mall Management 4.4 Innovation in Retail Technology in Mall management : Augmented reality, Virtual reality, Artificial intelligence	15

Self-Learning topics (Unit wise)

Unit	Topics
1	1.3 Factors affecting location of retail 1.4 Objectives of good store design
2	2.5 Store layouts – Exteriors and Interiors
3	3.1.1. Environmental SWOT for Malls, Security and Safety procedures and regulations

	3.2.5 Mall promotion & Events management
4	4.3 Role of Consumer Behaviour and Market Research in Mall Management 4.4 Innovation in retail Technology: Augmented reality, Virtual reality, Artificial intelligence

Online Resources

1.	https://www.yourarticlelibrary.com/mall-management/mall-management-5-key-components-of-mall-management-explained/48462
2.	https://factech.co.in/blog/mall-management-system
3.	http://property.magicbricks.com/newproperty/img/MallMgt-low.pdf
4.	https://www.indiaretailing.com/2020/01/27/shopping-centre/a-simple-key-to-success-good-mall-management

Reference Books

11. Swapna Pradhan, "Retailing Management- Text & Cases", Tata Mc Graw Hill

12. Fleming.P, "Guide To Retail Management" Jaico Publications.

13. Gopal, W, "Retail Management" ICFAI.

14. S.L.Gupta, "Retail Management"

15. Mitra, S.N., "Retail Management", Pointer Publication, Jaipur.

16. Berry Berman & J.R. Evans, "Retail Management – A Strategic approach", Prentice Hall of India, New Delhi.

17. Harvinder Singh, Srini R Srinivasan (2012), Mall Management: Operating in Indian Retail Space, Tata McGraw Hill Education Pvt. Ltd

18. Levy & Weitz (2011), Retailing Management (5th ed), Tata McGraw Hill, Burman & Evans(2011)

19. Retail Management-A strategic Approach (8th ed), (Pearson Education)

20. Paco Underhill (2007), Simon & Schuster, Call of the Mall

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