

Scheme and Syllabus for  
Apprenticeship Embedded Degree Program

**Three/Four-year Bachelors in Commerce with Double Major in  
Retail Operations and Commerce**

**Table: Apprenticeship Embedded Degree Program: Three/Four Year Bachelors in Commerce with Double Major in Retail Operations and Commerce** (Eligibility: Anyone who has completed Higher Secondary or Equivalent belonging to any stream – Arts/ Science/ Commerce/ Vocation/ Diploma in Engineering) w.e.f. 2025-26

Semester	Core-I (each Credit 4)	Core-II (Credit 4)	Core-III (Credit 4)	MDC (Credit 3)	AEC (Credit 4)	SEC (Credit 3)	VAC (Credit 3)	Community Engagement & Services/ Fieldwork / Internship	Total Credit
<b>Semester I</b>	1.Introduction to Retail Operations 2.Business Communication and Basic Office IT Applications 3.Business Organization and Management 4.In store Cashiering and Merchandising Operations	Financial Accounting		Cost Accounting			Environmental Studies and Disaster management		26
<b>Semester II</b>	5.Customer Relationship Management 6.Principles of Marketing 7.Business Environment 8.Social Media Marketing and Advertising		Corporate Accounting & Reporting		English: Business Communication	Business Statistics & Data Interpretation	Good Citizenship		30
<b>Semester III</b>	9.Retail Sales Management 10. E-Commerce Omni Channel Retailing 11. Managerial Economics 12. Retail Team management	Financial Market & Institutions	Management Accounting	Goods & Service Tax (GST)					27

Semester	Core-I (each Credit 4)	Core-II (Credit 4)	Core-III (Credit 4)	MDC (Credit 3)	AEC (Credit 4)	SEC (Credit 3)	VAC (Credit 3)	Community Engagement & Services/ Fieldwork / Internship	Total Credit
<b>Semester IV</b>	13. Inventory and Budget Management 14. Retail Entrepreneurship 15. Logistics supply chain Management	Corporate Legal Framework	Auditing & Corporate Governance		English: Word and Presentation Skills	Practical in Retail Sales Management			27
<b>Semester V</b>	APPERENTICESHIP (Credit 20)								20
<b>Semester VI</b>	APPERENTICESHIP (Credit 20)								20
<b>Credit Summary</b>	<b>15x4 = 60 (+ 40)</b>	<b>3 x 4 = 12</b>	<b>3 x 4 = 12</b>	<b>2 x 3 = 6</b>	<b>2 x 4 = 8</b>	<b>2 x 3 = 6</b>	<b>2 x 3 = 6</b>		<b>150</b>
<b>Semester VII</b>	16. Research Methodology & Research Ethics 17. Fundamentals of Securities Analysis and Portfolio Management 18. Fundamentals of Operations Research and Quantitative Techniques	19. Corporate Restructuring and Business Valuation 20. International Business Environment							20
<b>Semester VIII</b>	21. Sustainable Development & Corporate Social Responsibility 22. Fundamentals of Commodity Markets							<b>Research</b>	<b>20</b>
	<b>3x4 = 12 + 2x4=8</b>	<b>2x4</b>						<b>12</b>	<b>190</b>

# Semester I

Semester	Core-I	Core-II	Core-III	Multi-disciplinary	AEC	SEC	VAC
<b>Semester I</b>	1. Introduction to Retail Operations 2. Business Communication and Basic Office IT Applications 3. Business Organization and Management 4. In store Cashiering and Merchandising Operations	Financial Accounting		Business Organisation Management			Environmental Studies and Disaster management

## **CORE I**

## **Semester-I**

### **PAPER I**

### **Introduction to Retail Operations**

**Credit 4**

#### **Course Objectives**

- To familiarize with retail store operations
- To evaluate the processes followed for servicing customers at Point of Sale (POS)
- To identify the processes and best practices to ensure security at retail stores

#### **Course Outcomes**

- The learners will be able to comprehend various functions under store operation processes.
- The Learners will be able to explain the processes related to customer service at POS
- The students will be able to identify the systems & protocols followed to ensure store security

#### **Unit – 1: Introduction to Retail Store Operations**

Evolution of Retail, Retail -Traditional and Modern Retail in India - Traditional Retail Formats -Modern Retail Formats, organogram of a Modern Retail organisation under all sub-sectors of retail, different departments in retail store and their functions, different roles in store and their roles and responsibilities, Retail Supply Chain, Introduction to store operations: store opening

process, post store opening process, day end activities, roles and responsibilities of staff during opening-during the day-day end/ closing, product categories: important product categories(food, apparel & general merchandise), business impact of product categories, Goods receipt and storage process: Receiving goods at the store, unloading, material inward process, storage process, processes to minimizing loss of stock quality and quantity.

#### **Unit – 2: Servicing at Cash Point/ POS (Point of Sale)**

Cash Points/POS- Purpose of POS- Cash points POS set up-Counterfeit payments- Different types of credit and debit cards that are accepted in the stores - Process of handling credit and debit card transactions -Process of handling other cash equivalents, discounts, refunds, fractions and currency conversions - Procedure of authorizing payments -Cash point security procedures - Process of resolving the problems that can occur in routine cash point operations and transactions -Procedures of handling customers and complaints at the POS. Meaning of age restricted products - Policies and procedures to be followed while selling age restricted products - Policies and procedures for refusing sale of age-restricted products Documents that can be accepted as proof of age -Impact of not collecting prescribed proof of age - Impact of selling age restricted products to under-aged customer

### **Unit – 3: Maintaining Store Security**

The various types of security risks at the store - Identify and report the security risks to the concerned higher authorities - appropriate methods to handle the security risks that fall within the purview of self-authority - the impact of not following statutory guidelines with respect to store safety and security.

Types of security risk that can arise in your workplace -the authority and responsibility while dealing with security risks, including legal rights and duties - the approved procedure and techniques for protecting personal safety when security risks arise.

Electronic Article Surveillance Systems (EAS) other security and safety equipment used in the store – such as soft tags, hard tags, RFID along with its uses and applications.

### **Reference Book**

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

## CORE I

## PAPER II

### Business Communication Skill & Basic IT Applications

Credit 4

#### **Unit – 1: Theory of Communication**

Definition and purpose of communication, methods of communication (verbal & non-verbal) and when to use them, Principles & characteristics of effective communication, the reasons for barriers in communication- the solutions to typical communication barriers- Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to overcome these, Barriers. Impact of technological advancements on Communication Types- Internet, Blogs, E-mails, Moodle, social media (Facebook, Tweeter & WhatsApp), Advantages and Disadvantages

#### **Unit – 2: Workplace Communication**

The need for business communication- the methods to practice Business communication skills at workplace. Channels-- Formal and Informal—Vertical, Horizontal, Diagonal, Grapevine Methods: Verbal and Nonverbal. Characteristics of verbal and Non-verbal Communication.

**Verbal communication:** elements of verbal communication- voice, pitch, tone, intonation semantics. **Non-verbal:** the right usage of body language, expression, eye contact. Importance of effective listening skills- Importance of Listening Skills, Obstacles to listening, cultivating good Listening Skills.

#### **Unit – 3: Business Correspondence**

Theory of Business Letter Writing -- Parts, Structure, Layouts—Full Block, Modified Block, Semi – Block, Effective Letter Writing, effective Email Writing, Resume & job application writing, email writing, letters of communication to different stakeholders / inter departments, preparing proposals and quotations, raising complaints, replies to complaints, Letter of Acceptance of Job Offer, Letter of Resignation

#### **Unit – 4: Meetings and Report Writing**

Meetings – Plan, Prepare, Organise, Conduct & Report. (Online & Physical meetings) Report writing – business reports, project reports-Reading Skills: -Report Reading - analyze business reports, writing proposals, Presentations, Group Discussion, Practice Sessions: Mock Interviews, Mock Meetings / Conferences, Book Reviews/Summarization, Reading Comprehension, Oral Communication - one to one, one to many, delivering business presentations, listening comprehension.

#### **Unit – 5: Basic IT Applications for Office Management**

**Introduction to Basic Computer Skills:** Overview of the course objectives and expectations, Introduction to computer hardware and software components, Basic computer operations: Powering on/off, using the mouse and keyboard, navigating the desktop.



**Introduction to Microsoft Windows:** Introduction to the Windows operating system, File management basics: Creating, renaming, moving, and deleting files and folders, Customizing the Windows desktop, and settings.

**Microsoft Word Basics:** Introduction to Microsoft Word, Creating and formatting documents: Text formatting, paragraph formatting, page layout, working with tables and images, Saving, printing, and sharing documents

**Microsoft Excel Basics:** Introduction to Microsoft Excel, Creating and formatting spreadsheets: Entering data, formatting cells, using basic formulas, Working with rows, columns, and sheets Saving, printing, and sharing spreadsheets.

**Reference Books:**

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

## **CORE I**

## **PAPER III**

### **Business Organisations and Management**

**Credit 4**

#### **Course Objective**

- To acquaint the learners with the basics of Commerce & Business concepts, functions and forms of Business Organization and functions of Management.

#### **Course Outcomes**

- Learners will be able to comprehend the basics of Commerce and Business concepts and functions, forms of Business Organization and functions of Management
- Learners will be able to apply theories and principles of management at workplace to achieve the desired objectives at workplace

#### **Unit – 1: Introduction and Forms of Business Organisations**

Concepts of Business, Trade, Industry and Commerce - Objectives and functions of Business – Social Responsibility of a business - Forms of Business Organization - Meaning, Characteristics, Advantages and Disadvantages of Sole Proprietorship –Meaning, Characteristics, Advantages and Disadvantages of Partnership -Kinds of Partners - Partnership Deed -Concept of Limited liability partnership – Meaning, Characteristics, Advantages and Disadvantages of Hindu Undivided Family –Meaning, Advantages and Disadvantages of Co-Operative Organization.

#### **Unit – 2: Joint Stock Company**

Joint Stock Company - Meaning - Definition - Characteristics - Advantages and Disadvantages -Kinds of Companies -Promotion - Stages of Promotion - Promoter - Characteristics - Kinds -Preparation of Important Documents - Memorandum of Association - Clauses - Articles of Association - Contents – Prospectus - Contents – Red herring Prospectus- Statement in lieu of Prospectus (As per Companies Act.2013).

#### **Unit – 3: Introduction to Functions of Management**

Management - Meaning - Characteristics - Functions of Management - Levels of Management – Skills of Management- Scientific Management - Meaning - Definition - Objectives - Criticism – Fayol’s 14 Principles of Management.

#### **Unit – 4: Planning and Organising**

Advantages and Disadvantages – Approaches to Planning - Management by Objectives (MBO) -Steps in MBO - Benefits –Weaknesses—Definition of Organizing-Organization-Process of Organizing - Principles of Organization - Formal and Informal Organizations - Line, Staff Organizations - Line and Staff Conflicts - Functional Organization - Span of Management - Meaning - Determining Span – Factors influencing the Span of Supervision.

## **Unit – 5: Authority, Coordination and Control**

Meaning of Authority, Power, responsibility, and accountability - Delegation of Authority - Decentralization of Authority - Definition, importance, process, and principles of Coordination techniques of Effective Coordination - Control - Meaning - Definition – Relationship between planning and control-Steps in Control – Types (post, current and pre-control) - Requirements for effective control.

### **Reference Books:**

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

## CORE I

## PAPER IV

### **In Store Cashiering & Merchandising Operations**

**Credit 4**

#### **Course Objective**

- To learn the best practices of displaying products for sale and provide basic assistance to customers in the stores
- To comprehend the processes associated with processing customer orders and exchanges
- To identify the processes related to processing customer payments and goods return

#### **Course Outcomes**

- The learners will be able to explain the best practices used to display products for sale
- The learners will be able to explain the process associated with fulfilling customer orders, processing payments and goods return

#### **Unit – 1: Preparing Products for Sale and Customer Assistance**

Different Store layouts - Grid, Angular, Racetrack, Free Flow etc., Fixtures Used in Preparing Products for Sale -Maintenance and Usage of Fixtures - Planogram - Putting Products for Sale - Putting Products Together for Sale, Customer Assistance: Qualities Required of a Customer Associate and Various Customer Styles, concepts and principles of visual merchandising, applications of visual merchandising in increasing sale and profits, Customer Complaint Handling Process - Modes and Sources of Customer Complaints, Promoting Loyalty Memberships: Loyalty Scheme Basics - Building Loyalty Memberships.

#### **Unit – 2: Processing Customer Orders and Exchanges**

Procedures of processing customer orders - Identify and resolve problems while processing customer orders - - the importance of protecting confidentiality of the customer information - -procedures for validating customer credit limits - Process part exchange of goods/ products for the customers. Processing Part Exchange Sale Transactions: Need for a Customer to Part Exchange the Products Need for a customer to part exchange the products- Terms and conditions of sale for items that the store exchanges -Process of checking ownership of the items produced for part exchange Consequences of not checking the ownership of the items.

#### **Unit – 3: Processing Customer Payments and Goods Return**

Procedures for processing cash and credit transactions - the impact of statutory guidelines and obligations of a retailer in relation to credits - Resolve customer concerns related to pricing of products - the procedures to accept and record the product/ goods returned by the customers. The need to process cash and credit transactions - the risks to the company of offering credit

to customers - company guidelines for setting customer credit limits - the process of checking customer accounts effectively - the process to identify overdue payments and customers who have gone over their credit limits. The reasons customers might have for returning goods - the need to process returned goods - the policies and procedures for replacements and refunds, including proof of purchase - authority of the cashier to agree to replacements and refunds - the charges that apply to the customers if company is not at fault - the steps involved in processing returns of goods - the process to find the replacement goods.

**Reference Books:**

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

## CORE II

## PAPER I

### Financial Accounting

Credit 4

#### Course Objectives

The course aims to help learners to acquire conceptual knowledge on financial accounting, to impart skills for recording various kinds of business transactions and to prepare financial statements.

#### Course Outcomes

At the end of this course the learner will be able to;

- Apply the generally accepted accounting principles while recording transactions and preparing financial statements of sole-traders;
- Compute depreciation and inventories to be recorded in financial statements
- Demonstrate accounting process under computerized accounting System;
- Create financial statements of sole proprietor and partnership firms;
- Prepare accounts for inland branches and not-for-profit organizations.

#### Unit I: Introduction

- Accounting principles: Concepts and Conventions. Introduction to Accounting Standards and Indian Accounting Standards (AS & Ind-AS), Accounting Cycle: Journal, Ledger, Trial Balance, Financial Statements (IND AS-1). Capital & Revenue Recognition (IND AS 18), Accounting for Inventory (IND AS-2)
- **Depreciation (IND AS-16):** Nature of depreciation causes of depreciation, Factors, Methods of computing depreciation; Disposal of depreciable assets- change of method, Relevant Accounting Standard. **Final Accounts:** Preparation of Financial Statements of a Sole Trader including adjustments. Errors & their rectification.

#### Unit II:

- **Accounting for partnership Firms:** Partner's Capital Accounts; profit and Loss Appropriation Account, Accounts Prepared on admission, Death and Retirement of Partners; Accounts on Dissolution of partnership Firm.
- **Accounting for Hire purchase and Installment Purchase;** Lease accounting (IND AS 116)/ Royalty accounting

### **Unit III: Accounting for Branch and Not-for Profit organizations**

- **Accounting for Branch:**
- Concept of Dependent branches; Branch Accounting debtors system, stock and debtors' system, branch final account system and wholesale basis system. Independent branches: concept, accounting treatment with necessary adjustment entries; Incorporation of Branch Trial Balance in Head Office Books for home branches.
- **Accounting for Not-for-Profit Organizations**
- Meaning of Not-for-Profit Organization; Significance of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet; Difference between Profit and Loss Account and Income and Expenditure Account; Preparation of Receipt and Payment Account, Income and Expenditure Account and Balance Sheet.

### **Unit IV: Computerized Accounting Systems**

Computerized Accounting Systems: Computerized Accounts by using any popular accounting software Creating a Company; Configure and Features settings; Creating Accounting Ledgers and Groups; Creating Stock Items and Groups; Vouchers Entry; Generating Reports - Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, and Cash Flow Statement. Selecting and shutting a Company; Backup, and Restore data of a Company.

### **Suggested Readings**

- Goyal, Bhusan Kumar- *Fundamentals of Financial Accounting Taxmann's*.
- S.P. Jain and K.L. Narang- *Financial Accounting– Kalyani Publisher*
- Gupta R.L. Radhaswamy. *M-Financial Accounting, Sultan Chand and Sons*
- R.K. Mittal / M.R. Bansal/Sahadev Swain, *Financial Accounting, VK Global Publication*
- Tulsian P.C., *Financial Accounting, Pearson Education*
- S.N. Maheshwari, and. S. K. Maheshwari. *Financial Accounting. Vikas Publishing House.*
- Jawahar Lal & S. Srivastava, B. Com- *Financial Accounting, Himalaya Publishing House.*

**Cost Accounting****Credit 3****Course Objectives**

- To develop understanding among learners about contemporary cost concepts and rational approach towards cost systems and cost ascertainment.
- To provide knowledge about various methods of cost determination under specific situations.
- To acquire the ability to use information determined through cost accounting for decision making purposes.

**Course Outcomes**

After completion of the course, learners will be able to:

- Understand and analyse the different cost concepts.
- Analyse various components of cost of production.
- Compute unit cost and total cost by preparing a cost statement.
- Compute employee cost, employee productivity and employee turnover.
- Determine cost for different industries using job costing, process costing, contract costing and service costing.

**Unit 1: Introduction**

Meaning, scope, objectives and advantages of cost accounting; Difference between financial and cost accounting. Cost concepts and classifications, Cost centre, profit centre and responsibility centre, Overview of elements of cost and preparation of Cost Sheet for manufacturing sector. Role of a cost accountant in an organisation. Cost Accounting Standards (CAS – 4 on Cost of Production / Acquisition / Supply of Goods / Provision of Services) and (CAS – 22 on Manufacturing Cost) as amended from time to time.

**Unit 2: Elements of Cost: Material and Employee Cost**

- Materials: Accounting and control of purchases, storage and issue of materials. Techniques of inventory control, Periodic and perpetual systems of maintaining inventory records, an overview of methods of pricing of materials issues — FIFO and Weighted Average price method, Valuation of materials as per CAS – 6 on Material Cost, Accounting treatment of losses— Wastage, scrap, spoilage and defectives
- Employee (Labour) Cost: Accounting and Control of employee cost. Time-keeping and time-booking. Employee turnover: meaning, methods of measurement and accounting treatment. Concept and treatment of idle time and overtime. Methods of wage payment and Incentive schemes- Halsey, Rowan, Taylor's differential piece wage.



### Unit 3: Elements of Cost: Overheads

Classification, allocation, apportionment and absorption of overheads, Under and over-absorption of overheads; Capacity Levels and Costs; Treatments of certain items in costing like interest and financing charges, packing expenses, bad debts, research and development costs.

#### Suggested Readings

- *Tulsian, P.C. (2020). Cost Accounting. Delhi, India: S.Chand.*
- *"Advanced Cost Accounting" by Saxena and Vashist - published by Kalyani Publishers, Cuttack, Odisha.*
- *Arora, M.N. (2021). Cost Accounting-principles and practice. Delhi, India: Vikas Publishing House.*
- *Goel, R. K., &Goel, I. (2019). Concept Building Approach to Cost Accounting for B. Com (Hons.)/B.Com.. Delhi, India: Cengage Publications.*
- *Gupta, S., Reeta, &Prabhakar, R. R. (2021). Cost Accounting for B.Com. Delhi, India: Sultan Chand.*
- *Maheshwari, S. N., & Mittal, S. N. (2020). Cost Accounting. Theory and Problems. Delhi, India: Shri Mahaveer Book Depot.*
- *Maheshwari, S. N., Mittal S. K. & Mittal, S.N. (2021). Cost Accounting: Principles & Practice, Delhi, India: Shree Mahaveer Book.*
- *Mitra, J. K. (2021). Cost and Management Accounting. Delhi, India: Oxford University Press.*
- *Nigam, B. M. L. & Jain, I. C. (2023). Cost Accounting: Principles and Practice. Delhi, India: PHI Learning.*
- *Singh, S. (2019). Fundamentals of Cost Accounting. Allahabad, India: Kitab Mahal.*

**VAC**

**Paper I**

**Environmental Studies & Disaster Management**

**Credit-3**

**SEMESTER-I**

**FULL MARK-100**

**Unit 1: Multidisciplinary nature of environmental studies (8 Period)**

Definition, scope and importance

Need for public awareness

Environmental Pollution

Cause, effects and control measures of:-

- a) Air pollution
- b) Water pollution
- c) Soil pollution
- d) Marine pollution
- e) Noise pollution
- f) Radiation pollution

**Unit 2: Natural Resources: (8 Period)**

Renewable and non-renewable resources:

Natural resources and associated problems.

- a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
- b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- d) Food resources: World food problems, changes caused by agriculture and Overgrazing, effects of modern agriculture, fertilizer-pesticide problems, waterlogging, salinity, case studies.
- e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. Case studies.
- f) Biodiversity: - Introduction-Definition; Biogeographically classification of India

India as a mega diversity nation. Hot spots of biodiversity, Threats to biodiversity. Endangered and endemic species of India. Conservation of biodiversity. In Situ and Ex-situ conservation of biodiversity

### **Unit-3: Disaster Management (8 Period)**

1. Disaster Management: Types of disasters (natural and Man-made) and their causes and effect)
2. Vulnerability Assessment and Risk analysis: Vulnerability to various disasters (Flood, Cyclone, Earthquake, Heat waves, Desertification and Lightning)
3. Institutional Framework: Institutional arrangements for disaster management (National Disaster Management Authority (NDMA), State Disaster Management Authority (SDMA), Disaster Management Act, 2005, District Disaster Management Authority (DDMA), National Disaster Response Force (NDRF) and Odisha Disaster Rapid Action Force (ODRAF)
4. Preparedness measures: Disaster Management cycle, Early Warning System, Pre-Disaster and Post-Disaster Preparedness, strengthening of SDMA and DDMA, Community Preparedness for flood cyclone, heat waves, fire safety, lightening and snake biting. Stakeholders' participation, Corporate Social Responsibility (CSR)
5. Survival Skills: Survival skills adopted during and after disaster (Flood, Fire, Earthquake, Cyclone and Lightning), Disaster Management Act-2005, Compensation and Insurance

### **Unit 4: Social Issues and the Environment (6 Period)**

A.

- a. Environmental Ethics: Issues and possible solutions.
- b. Climate change, global warming, acid rain, ozone layer depletion, nuclear
- c. accidents and holocaust. Case studies
- d. Environment Protection Act
- e. Air (Preservation Control of Pollution) Act
- f. Water (Preservation Control of Pollution) Act
- g. Wildlife Protection Act
- h. Forest Conservation Act
- i. Solid waste management Cause, effect and Control Measure of Urban and Industrial waste (Role of each individual in conservation of Natural resources and prevention of pollution)

B.

- a. Human Population and the Environment
- b. Population Ecology: Individuals, species, population, community
- c. Human population growth, population control method
- d. Urbanisation and its effect on society

### **Unit 5: Field work (15 Periods of 30 hrs)**

- Visit to an area to document environmental assets: river/forest/flora/fauna, etc.
- Visit to a local polluted site- Urban/Rural/Industrial/Agricultural
- Study of common plants, insects, birds and basic principles of identification.
- Study of simple ecosystems-pond, river, Delhi Ridge ,etc.

# Semester II

Semester	Core-I	Core-II	Core-III	Multi-disciplinary	AEC	SEC	VAC
Semester II	1. Customer Relationship Management 2. Principles of Marketing 3. Business Environment 4. Social Media Marketing and Advertising		Corporate Account & Reporting		English: Business Communication	Business Statistics & Data Interpretation	Good Citizenship

**Customer Relationship Management****Credit 4****Course Objective**

To understand the concepts of consumer behaviour and hence need for customer relationship management

To identify the elements and their uses in managing customer relationship

To understand the standard process and practices of providing services to the customers

**Course Outcomes**

The learners will be able to explain the relationship between the consumer behaviour and customer relationship management

The learners will be able to describe the elements of CRM

The learner will be able apply the customer relationship management processes to service and retain customer loyalty

**Unit – 1: Overview of Consumer Behaviour**

Retail market segmentation – Criteria for segmentation – Approach for Segmentation

– Composite segmentation approach.

Consumer Behaviour – Definition and Scope – Need for studying Consumer Behaviour -

Consumer Behaviour and Decision Making – Consumer value, satisfaction and retention.

**Unit – 2: Introduction to CRM**

Characteristics of customer touch points at the retail store and their significance wrt Sales and Customer Service, customer need identification process, process for identifying buying behavior, benefits of Customer Relationship Management (CRM) and its implication on providing solutions to the customers and Business, Components of CRM, Role of CRM in marketing and sales, Principles of CRM, Customer Relationship Management Strategies, Impact of CRM on business revenues.

**Unit – 3: Elements of CRM**

Elements of customer service management: Types of customers, complaint handling & resolution, delivery of reliable service, process for continuous customer service improvement, significance of teamwork in meeting the expectations of customers, CRM systems and their uses.

**Unit – 4: Customer Services**

Processes and practices of customer engagement, providing customer service in B2C and B2B retail environment, how to handle customer service concerns, best practices followed in resolving customer complaints, decision-making processes in addressing customer service problem, addressing customer grievances, Customer Redressal System & strategies.

### **Reference Books**

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

**Principles of Marketing****Credit 4****Course Objective**

To understand the basic concepts, principles, tools and techniques of marketing

**Course Outcomes**

The learners will be able to know the concepts and principles of marketing and align them in the value chain along with the various marketing strategies

**Unit – 1: Introduction to Marketing**

Marketing: Definition, Marketing Concept, Features, Importance, Functions, Evolution, Strategic v/s Traditional Marketing, Selling vs. Marketing, Marketing Information System: Concept, Components, Marketing Environment: Micro and Macro, Marketing Research - Concept, Features, Process

Market Segmentation: Concept, Benefits, Bases of market segmentation, Customer Relationship Management- Concept, Techniques, Market Targeting - Concept, Five patterns of Target market Selection, Complaint Management.

**Unit – 2: Marketing Essentials**

Marketing Mix: 7P's of mix, Concept, Product- Product Decision Areas, Product Life Cycle Concept, managing stages of PLC Branding - Concept, Components, Brand Equity- Concept, Factors influencing Brand Equity, Packaging- Concept, Essentials of a good package, Product/Service Positioning- Concept, Strategies of Positioning, Challenges Pricing - Concept, Objectives, Factors influencing Pricing, Pricing Strategies.

**Unit – 3: Marketing and Integrated Marketing Communication (IMC)**

**Physical Distribution-** Concept, Factors influencing Physical Distribution, Marketing Channels (Traditional & Contemporary Channels) Supply Chain Management-Concept, Components of SCM

**Integrated Marketing Communication (IMC)-** Concepts and elements Importance, Digital Marketing-Concept, trends in Digital Marketing, Experiential Marketing, Contextual Marketing,

**Sales Management-** Concept, Components, USP- concept, importance Emerging trends in selling Personal Selling- Concept, Process of personal selling, Skill Sets required for Effective Selling



## **Unit – 4: Promotion in Marketing**

Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics. Recent developments in marketing: Social Marketing, online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism.

### **Reference Books**

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

**Business Environment****Credit 4****Unit – 1: Introduction to Business Environment**

Business: Meaning, Definition, Nature & Scope, Types of Business Organizations Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment, Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.

Introduction to Micro-Environment: Internal Environment: Value system, Mission, Objectives, Organizational, Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal).

Retail Business Environment. Contribution of retail to Indian economy.

**Unit – 2: Political and Legal Environment**

Political Framework: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.

Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector, Overview of the Indian economy: growth, sectors, and trends, Contribution of the retail sector to the Indian economy, Challenges of Indian economy.

Legal Framework for Retail Businesses: Business laws relevant to retail operations (e.g., contract law, consumer protection laws) Intellectual property rights and their significance in retail management, Compliance requirements for retail businesses in India.

**Unit – 3: Social and Cultural Environment**

Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and their Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business.

Social and cultural factors in retail management, Significance of social and cultural dynamics in shaping consumer behaviour and retail trends in India, demographic factors influencing consumer preferences and purchasing behaviour in India (e.g., age, gender, income, urbanization),

Religious and Festive Influences: Analysis of religious festivals and cultural celebrations as drivers of retail demand in India, Retail promotional strategies for leveraging festive seasons and cultural events.

Regional Diversity and Market Preferences: Overview of regional diversity in India and its implications for retail market preferences, Localization strategies for retail businesses to cater to regional tastes and preferences

#### **Unit – 4: Technological, Competitive and International Environment**

Technological environment: Features, impact of technology on Business

Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies

Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.

MNCs: Definition, meaning, merits, demerits, MNCs in India, FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, FDI in retail sector.

#### **Unit – 5: International Business Environment**

Definition and scope of international retailing, Importance of international retailing in the global economy, Evolution of international retailing, Trends and challenges in international retailing, Cultural, economic, and legal factors impacting international retailing, Understanding consumer behavior in different international markets, Regulatory frameworks and compliance issues in international retailing, Product adaptation and standardization in international retailing, Pricing strategies for international markets, Promotional strategies and advertising in diverse cultural contexts, Retail branding and positioning in the global marketplace.

#### **Reference Books**

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

## **CORE I**

## **PAPER VIII**

### **Social Media Marketing and Advertising**

**Credit 4**

#### **Course Objective**

- To understand the principles and practices of social media marketing and advertising
- To create marketing and advertising campaigns on social media platforms

#### **Course Outcomes**

- The learners will be able to acquire proficiency in utilizing social media advertising tools and techniques to create targeted campaigns

#### **Unit – 1: Digital Marketing Foundations & Content Marketing**

Digital Marketing Strategy - Exploring Digital Marketing - Starting with the Website - Foundations of Analytics - Search Engine Optimization - Search and Display Marketing - Social Media Marketing - Video Marketing.

Email marketing tools and setup - Email marketing segmentation, personalization and mobile friendly design

Content marketing foundations - Blogs for content marketing - Content marketing for staying relevant - Newsletters for content marketing - Mobile marketing foundations. Introduction to social media advertising platforms (Facebook Ads Manager, Instagram Ads, Twitter Ads, etc.) Overview of advertising formats (carousel ads, video ads, sponsored posts, etc.).

#### **Unit – 2: Social Media Strategy for Marketing and Advertising**

Social media tools and platforms for marketing, segmenting audience for each different tool and platform, considerations for selecting social media tool/ platform. types of promotional campaigns on social networking sites, reasons to use promotional campaigns on social networking sites, Definition of digital vouchers, potential uses of digital vouchers, disadvantages of digital vouchers, overcoming the barriers of using digital vouchers for acquisition and retention of customer, methods of managing a digital voucher system, measuring the effectiveness of a digital voucher campaign. factors to consider when creating social networking site adverts, importance of identifying the required outcomes from the social networking advertising campaigns, advantages of running more than one advertising campaign in parallel on the same social networking site, reasons for failure of social networking advertising campaign might fail. methods of monitoring social networking site advertising campaigns, changes that might be required for a social networking advertising campaign based on monitoring results.

### **Unit – 3: Creating Social Media Marketing and Advertising Campaign**

Identifying target customer base, social media guidelines, policies and procedures required to be followed with respect to- Promotional content, providing service to customer, Resolving customer complaints and privacy.

policies and procedures for publishing images and any content of others, characteristics of amenable and appealing, principles of positive and professional online communications, approaches to deal negativity, complaints, and conflicts on social media.

**Practical Exercise on:** Uploading types of files (pdf, images, videos etc), Insert formatted text, Monitoring activities and comments of prospects/ customers, using alerts and responding to alerts, Responding to comments of customers

#### **Reference Books**

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

## **CORE III**

## **PAPER I**

### **Corporate Accounting and Reporting**

#### **Credit 4**

#### **Course Objectives**

##### **The course aims to:**

- Understand the principles of corporate accounting and financial reporting.
- Apply accounting standards and regulations to prepare and analyze financial statements.
- Interpret financial information to assess the financial performance and position of a company.
- Develop skills in financial reporting and disclosure requirements for different stakeholders.
- Analyze contemporary issues and challenges in corporate accounting and reporting.

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Understanding of Corporate Accounting Principles.
- Preparation and Analysis of Financial Statements.
- Interpretation of Financial Information.
- Financial Reporting Skills.
- Analysis of Contemporary Issues.

#### **Unit I: Accounting for Share Capital and Debentures**

Types of shares; Issue and Pro-rata allotment of shares; concept & process of book building; forfeiture and reissue of forfeited shares; Issue of rights and bonus shares; ESOPs and Buy Back of shares. Issue and redemption of preference shares; Issue and redemption of debentures;

#### **Unit II: Final Account of Companies including one Person Company (IND-AS.1)**

Preparation of financial statements of corporate entities including one Person company (excluding calculation of managerial remuneration) as per Division I and II of Schedule III of the Companies Act 2013; Preparation of Financial Statements.

#### **Unit III: Corporate Reconstruction and Profit or Loss Prior to Incorporation**

- Internal Reconstruction: Different forms of Internal Reconstruction; Accounting treatment for alteration of share capital and reduction of the share capital; Preparation of balance sheet after Internal Reconstruction.
- External Reconstruction: accounting for amalgamation in the nature of merger and in the nature of acquisition (IND-As.103)
- Profit or loss Prior to Incorporation: Meaning of profit or loss prior to incorporation; accounting treatment of profit or loss prior to incorporation.

#### **Unit IV: Consolidated Financial statement and Reporting**

- Consolidation process and elimination entries, Intercompany transactions, Revaluation of assets and liabilities, Non-controlling interests (NCI), equity method investments (IND-As.110), issue of bonus shares and distribution of dividend from pre and post-acquisition period. Preparation of consolidated financial statements.
- Reporting: Financial reporting (As per IND-As.1), Non-financial reporting: Business Responsibility and Sustainability Reporting (As per LORD, SEBI), Environmental Social and Governance Reporting, Sustainability Reporting (As per GRI). Integrated Reporting (As per IIRC)

#### **Suggested Readings**

- Goyal, B. K., *Corporate Accounting*. New Delhi: Taxmann Publication.
- Jain, S. P., & Narang, K. L. *Corporate Accounting*. New Delhi: Kalyani Publishers.
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. *Corporate Accounting*. New Delhi: Vikas Publishing House.
- Mukherjee, A., & Hanif, M. *Corporate Accounting*. New Delhi: Tata McGraw Hill Education.
- Shukla, M. C., Grewal, T. S., & Gupta, S. C. *Advanced Accounts. Vol.-II*. New Delhi: S. Chand Publishing.
- Sehgal, A. *Fundamentals of Corporate Accounting*. New Delhi: Taxmann Publication.
- Dam, B. B. & Gautam, H. C. *Corporate Accounting*. Guwahati: Gayatri Publications.
- Goyal, V. K., & Goyal, R. *Corporate Accounting*. New Delhi: PHI Learning.
- Monga, J. R. *Fundamentals of Corporate Accounting*. New Delhi: Mayur Paperbacks.

**AEC Paper I**  
**English Communication**  
**Credits: 4**

SL No.	Modules	Outcomes
1	<b>English Language and Communication: Introduction</b>	<ul style="list-style-type: none"><li>• Communication, its Importance and Factors</li><li>• Types of Communication</li><li>• Verbal and Non-verbal Communication</li><li>• Styles of Communication</li></ul>
2	<b>English Language and Communication: Listening and Speaking</b>	<ul style="list-style-type: none"><li>• Types of Listening</li><li>• Speaking to communicate effectively</li><li>• Style of speaking in Various Situations</li><li>• English Pronunciation</li></ul>
3	<b>English Language and Communication: Reading and Writing</b>	<ul style="list-style-type: none"><li>• Reading methods and techniques.</li><li>• Reading texts to Understand meaning</li><li>• Writing Process</li><li>• Writing short and Long texts</li></ul>
4	<b>English Language and Communication: Grammar and Vocabulary</b>	<ul style="list-style-type: none"><li>• Grammar</li><li>• Sentence structure</li><li>• Functions of Language</li></ul>

**Reference Book:**

- *A Coursebook for ENGLISH COMMUNICATION (Publisher: Orient BlackSwan)*



**Business Statistics and Data Interpretation (Semester-II)****Credit 3****Course Objectives**

- The course aims to develop amongst the learners the ability to summarise, analyse and interpret quantitative information for business decision making

**Course Outcomes**

After completion of the course, learners will be able to:

- Examine and understand the various descriptive properties of statistical data;
- Evaluate probability rules and concepts relating to discrete and continuous random variables to answer questions within a business context;
- Analyse the underlying relationships between the variables to use simple regression models;
- Analyse the trends and tendencies over a period of time through time series analysis;
- Examine and apply index numbers to real life situations.

**Course Outlines****Unit 1: Descriptive Statistics**

Measures of Central Tendency: Concept and properties of averages including Arithmetic mean, Median and Mode. Measures of Dispersion: An overview of Range, Quartile Deviation and Mean Deviation; Standard deviation; Variance and Coefficient of variation. Moments: Computation and significance; Skewness; Kurtosis.

**Use Microsoft Excel for data analysis and interpretation****Unit 2: Probability and Probability Distributions**

Theory and approaches to probability; Probability Theorems: Addition and Multiplication; Conditional probability and Bayes' Theorem. Expectation and variance of a random variable. Discrete Probability distributions: Binomial and Poisson (Properties and Applications). Normal distribution: Properties of Normal curve; Computation of Probabilities and Applications.

**Use Microsoft Excel for data analysis and interpretation****Unit 3: Time Series Analysis and Index Numbers**

Time Series Data; Components of time series; Additive and Multiplicative models. Trend analysis; Fitting of trend using principle of least squares – linear and second-degree parabola. Shifting of Origin and Conversion of annual linear trend equation to quarterly/monthly basis and vice-versa.

Meaning and uses of index numbers. Construction of Index numbers: Methods of Laspeyres, Paasche and Fisher's Ideal index.

**Use Microsoft Excel for data analysis and interpretation**

### **Suggested Readings**

- *Anderson, D. R. (2019). Statistics for learners of Economics and Business. Boston, United States: Cengage Learning.*
- *"Statistics for Management" by Richard I. Levin and David S. Rubin - published by Kalyani Publishers, Cuttack, Odisha.*
- *Douglas A. Lind, Robert D. Mason, William G. Marchal. (2022).*
- *Basic Statistics for Business and Economics. New York, United States: Mc-Graw-Hill International editions.*
- *Gupta, S. C., & Gupta, I. (2018). Business Statistics. Mumbai, India: Himalaya Publishing House.*
- *Gupta, S. P., & Gupta, A. (2018). Business Statistics: Statistical Methods.*

**VAC**

**Paper II**  
**Good Citizenship**

**3 Credits**

**Objectives/Learning Goals of the Course**

- Development of good human being and a responsible citizen
- Developing a sense of right and wrong leading to ethically correct behavior.
- Inculcating a positive attitude and a healthy work culture.

**Learning Objectives:**

- Understanding Basic Values of Indian Constitution.
- Understand how to be a patriot.
- Develop professionalism and understand the ethics relating to various professions.

**1. Indian Constitution (1 Credit= 15 hours)**

Salient Values of Preamble: Sovereign, Socialist, Secular, Democratic, Republic, Justice, Liberty, Equality and Fraternity

**2. Patriotism (1 Credit= 15 hours)**

Patriotic Value and ingredients of nation building, Concept of Good Citizenship, Emotional connection with the country, Duties of citizens and Qualities of good citizens

**3. Work Ethics (1 Credit= 15 hours)**

Punctuality, Cleanliness, Law abidingness, Rational Thinking and Scientific Temper

# Semester III

Semester	Core-I	Core-II	Core-III	Multi-disciplinary	AEC	SEC	VAC
Semester III	5. Retail Sales Management 6. E-Commerce Omni Channel Retailing 7. Managerial Economics 8. Retail Team Management	Financial Markets & Institutions	Management Accounting	GST and other Indirect Taxes			

## CORE I

## PAPER IX

### Retail Sales Management

Credit 4

#### Course Objectives

- To understand the principles and practices of retail sales management.
- To develop effective sales strategies for diverse retail environments:
- To apply the retail selling techniques

#### Course Outcomes

- Learners will be able to demonstrate a solid understanding of the fundamental concepts, theories, and techniques involved in managing sales within the retail industry.
- Learners will be able to develop and implement sales strategies tailored to various retail formats, including brick-and-mortar stores, e-commerce platforms, and omnichannel retail environments.
- Learners will be able to demonstrate the use of sales techniques.

#### Unit-I Introduction to Retail Sales Management and Consumer Behaviour

**Introduction to Retail Sales Management:** Types of retail formats (e.g., department Stores, specialty stores, e-commerce), Global retail trends and market size

**Importance of sales management in retail:** Role of sales in revenue generation and customer satisfaction, Impact of effective sales management on overall retail performance,

**Evolution of retail sales:** Historical development of retail sales practices, Emergence of modern retail concepts and strategies, Trends and challenges in retail sales management: Technological advancements and their impact on retail sales, Changing consumer preferences and shopping behaviours, Competition in the retail industry and strategies for differentiation.

**Understanding Consumer Behaviour:** Consumer psychology and buying behaviour, psychological factors influencing consumer decisions (e.g., motivation, perception, attitudes), Social and cultural influences on consumer behaviour,

**Factors influencing consumer purchasing decisions:** Economic factors (e.g., income, price sensitivity), Personal factors (e.g., lifestyle, personality), Situational factors (e.g., time constraints, urgency),

**Segmentation, targeting, and positioning in retail sales:** Market segmentation strategies based on demographic, psychographic, and behavioural factors, Target market selection and identification of consumer segments: Positioning strategies to differentiate products and attract target consumers

## **Unit-II Sales Planning and Strategy**

Setting sales objectives and targets - SMART (Specific, Measurable, Achievable, Relevant, Time bound) objectives, establishing realistic sales targets based on market analysis and business goals.

Sales forecasting techniques - Time-series analysis, Regression analysis, Qualitative methods (e.g., expert opinion, market research)

Developing sales strategies for different retail formats - Tailoring sales strategies for brick-and mortar stores, online retail, and omnichannel environments, Promotional strategies (e.g., discounts, loyalty programs) to drive sales and customer engagement.

## **Unit-III Sales Techniques and Skills**

Personal selling techniques -Building rapport with customers, needs assessment and solution selling, handling objections, and closing sales, Customer Buying Cycle Vs Retail Sales Cycle.

Effective communication in sales - Verbal communication skills (e.g., active listening, persuasive language), Non-verbal communication cues (e.g., body language, facial expressions), Written communication skills for email correspondence, proposals, etc.

Negotiation and persuasion skills - Principled negotiation techniques, overcoming resistance and objections: types of objections, objection handling techniques, Creating win-win outcomes for both the seller and the customer.

Importance of product knowledge - Features, Advantages and Benefits (FAB) of products, use of FABING technique during customer interaction, techniques for product demonstration, upselling & cross selling techniques.

## **Unit-IV Case Studies and Presentation**

Analysis of real-world retail sales management cases

- Case studies on successful sales management strategies in retail companies
- Discussion of challenges faced, and lessons learned in implementing sales initiatives

## **Reference Books**

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

## CORE I

## PAPER X

### E-Commerce & Omni Channel Retailing

Credit 4

#### Course Objectives

- To develop a comprehensive understanding of E-commerce & Omni Channel Retailing, including its principles, technologies, and strategies
- Identify the practical skills required to utilize data analytics, customer engagement techniques, and emerging technologies

#### Course Outcomes

After completion of the course, learners will be able to:

- Learners will be able to apply effective omni channel retailing strategies to enhance customer satisfaction and loyalty across various touchpoints
- The Learners will be proficient in leveraging data analytics and emerging technologies to drive innovation and sustainable growth in retail businesses.

#### Unit 1:

Definition of e-commerce and online retailing, models of online retailing, factors impacting online retailing, pros & cons of online retailing, future of online retailing in India and cross border trade

#### Introduction to E-commerce & Omni Channel Retailing

**Understanding Omni Channel Retailing:** Definition and Evolution, Importance in Modern Retail Key Concepts and Components,

**Consumer Behaviour in Omni Channel Retailing:** Shifting Consumer Expectations, Omnichannel Shopping Journeys, Impact of Technology on Consumer Behaviour.

**Benefits and Challenges of Omni Channel Retailing:** Advantages for Retailers and Consumers Operational Challenges and Solutions, Case Studies of Successful Omni Channel Strategies

#### Unit 2: Technology and Infrastructure

**Digital Platforms and Integration:** E-commerce Platforms, Mobile Apps and Responsive Websites, CRM Systems and Data Integration

**Inventory Management Systems:** Centralized vs. Decentralized Inventory, Order Fulfilment Processes, Inventory Optimization Techniques

**Payment and Security Systems:** Secure Payment Gateways, Fraud Detection and Prevention, Compliance with Payment Regulations.



### **Unit 3: Marketing and Customer Engagement**

**Omni Channel Marketing Strategies:** Personalization Techniques, Content Marketing Across Channels, Social Media Integration

**Customer Relationship Management (CRM):** Building Customer Profiles, Loyalty Programs and Rewards, Retargeting and Remarketing Strategies

**Customer Service and Support:** Multi-channel Customer Service, Chatbots and AI in Customer Support, Handling Returns and Exchanges.

### **Unit 4: Data Analytics and Insights**

**Data Collection and Analysis:** Omni Channel Data Sources, Data Analytics Tools and Techniques, Predictive Analytics for Retail

**Customer Insights and Segmentation:** Customer Journey Mapping, Segmentation Strategies, Behavioural Analytics

**Performance Measurement and KPIs:** Key Performance Indicators (KPIs) in Omni Channel Retailing, Dashboards and Reporting Tools, Continuous Improvement Processes

### **Unit 5: Future Trends and Innovations**

**Introduction to Emerging Technologies in Retail:** AI and Machine Learning Applications, Augmented Reality (AR) and Virtual Reality (VR) in Retail, Internet of Things (IoT) in Retail Operations

**Globalization and Cross-border Retailing:** Cross-border E-commerce Trends, Localization Strategies, Regulatory and Legal Considerations

### **References**

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

## CORE I

## PAPER X

### Managerial Economics

Credit 4

#### Course Objectives

- To understand the concepts and applications of Managerial Economics
- To interpret the cost dimensions in a business venture
- To recognise the role of pricing in markets and market structures

#### Course Outcomes

After completion of the course, learners will be able to:

- The learners will be able to understand the role of managerial economist in a firm
- The learners will be able to apply the knowledge of costing in decision making
- The learners will be able to identify and analyse market practices and process in real life

#### Unit 1: Introduction to Managerial Economics

The concepts and application of managerial economics-Meaning, Nature-Scope, relationship with other sciences & its Significance.

Economics applied to Business Decisions, Theory of firm & industry Demand Analysis – Law of demand, determinants of demand, demand curve, consumer surplus, Elasticity of demand & Demand forecasting.

#### Unit 2: Elements of Costs

Elements of Cost-Average, Marginal & total cost, Basic cost curves-Relation between production & cost, Break Even Analysis – Break Even Point-Manual use of B.E.P. and its limitation-Factors influencing P/V decisions.

#### Unit 3: Elements of Pricing

The elements of pricing, profit planning & management-Price output decisions, classification of markets-Structures and their making features, Pricing under Perfect Competition and Monopoly.

Profit Planning & Management – Types of Profit, some concepts related to profit, factors determining, profit in short- & long-term Dynamics of surplus, Theory & residual claimant theory of Profit.

#### Reference Books:

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

**Retail Team Management****Credit 4****Course Objectives**

- To understand the basics of sales team management
- To understand the principles and techniques of setting SMART sales goals, aligning them with organizational objectives, and tracking progress effectively.
- To develop skills in designing and delivering effective sales training programs, utilizing methods such as classroom training, on-the-job coaching, and role-playing exercises.
- To gain proficiency in conducting performance evaluations, providing constructive feedback, and implementing strategies to enhance sales team performance and productivity.

**Course Outcomes**

- Learners will be able to analyze sales goals, design training programs, and implement performance evaluation methods to enhance the productivity and effectiveness of retail sales teams.
- Learners will be able develop the skills to set SMART sales goals, align them with organizational objectives, and track progress using key performance indicators, fostering a culture of accountability and continuous improvement within sales teams.
- Learners will demonstrate the ability to evaluate sales team performance, provide constructive feedback, and implement strategies to optimize individual and team performance, contributing to overall store success in the retail industry.

**Unit - 1: Basics of Sales Team Management**

Roles and responsibilities of a sales team leader, purpose of retail sales teams, Recruiting, training, and retaining sales personnel: Job analysis and recruitment strategies for sales positions, Training programs for sales staff (product knowledge, sales techniques), Employee motivation and engagement strategies to reduce attrition.

Motivating and incentivizing sales teams: Incentive compensation plans (e.g., commissions, bonuses), Recognition and rewards programs for top performers, Team-building activities to foster collaboration and camaraderie.

**Unit - 2: Sales Team Performance Management**

Introduction to Retail Store Sales Team Performance Management: Importance of effective sales team performance management in retail, impact of sales team performance on overall store success, Introduction to key concepts and principles of sales team performance management, Definition of performance management in the context of retail sales teams, role of key performance indicators (KPIs) for measuring sales team performance.

Setting Sales Team Goals and Objectives: role of goal setting in sales team performance management, Importance of goal alignment with organizational objectives, SMART (Specific, Measurable, Achievable, Relevant, Time-bound) framework for goal setting, Methods for setting SMART sales goals and objectives, identifying specific sales targets for individuals and teams, Establishing measurable mics to track progress towards sales goals, Techniques for aligning individual and team goals with organizational objectives, Ensuring clarity and transparency in goal communication, Creating a culture of accountability and ownership among sales team members.

### **Unit - 3: Sales Team Training and Development:**

Identifying training needs and designing sales training programs, conducting training needs assessments to identify skill gaps, designing tailored training programs to address identified needs, Methods for delivering effective sales training. Classroom training: Structured sessions led by trainers covering sales techniques, product knowledge, and customer service skills, On-the-job training: Coaching and mentoring by experienced sales team members, Role-playing exercises: Simulated sales scenarios to practice and reinforce skills, Strategies for ongoing sales team development and skill enhancement. Providing continuous learning opportunities through workshops, seminars, and online training resources Encouraging self-directed learning and skill acquisition through individual development plans.

### **Unit – 4: Team Performance Review**

Introduction to performance evaluation techniques for sales teams: Purpose of performance evaluations in identifying strengths, weaknesses, and areas for improvement, Types of performance evaluation methods (e.g., self-assessment, peer assessment, manager assessment)

Methods for conducting performance reviews and providing constructive feedback: Establishing clear evaluation criteria aligned with sales goals and objectives, conducting structured performance review meetings to discuss performance metrics and provide feedback

Importance of regular performance feedback in driving sales team improvement: Creating a culture of continuous feedback and open communication, Recognizing and rewarding high performers while addressing performance issues promptly and constructively.

### **Reference Books**

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

## CORE II

## PAPER II

### **Financial Markets and Institutions**

**Credit 4**

#### **Course Objectives**

- Understand the structure and organization of financial markets.
- Analyze the functions and operations of various financial institutions.
- Explore the role of financial intermediaries in the economy.
- Examine the regulatory frameworks governing financial markets and institutions.
- Assess the impact of financial market developments on economic activity.
- Develop critical thinking and analytical skills in evaluating financial market trends and dynamics

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Students are able to know the features of different financial markets and their role in economic development.
- Students are able to know the functions of financial markets and capital markets.
- Students are able to know about the commercial Banks and their role in project financing and working capital finance and also about the massive growth of NPAs.
- Students are able to know about the role of insurance companies, NBFCs and Mutual Funds.
- Understand the basics of financial services and its various dimensions.

#### **Unit I: An Introduction to Financial System and its Components**

Financial markets and institutions. Financial intermediation, Functions and components of Financial System Financial system and economic development. An overview of the Indian financial system.

#### **Unit II: Financial Market**

Money market-functions, organization and instruments. Role of Central Bank in money market; Indian money market-An overview. Capital Markets- functions, organization and instruments. Indian debt market; Indian equity market-primary and secondary markets; Role of stock exchanges in India.

#### **Unit III: Financial Institution**

Commercial banking-introduction, its role in project finance and working capital finance. Development Financial Institutions (DFIs). Problems of NPA, Financial Inclusion. Life and non-life insurance companies in India; Non-banking financial companies (NBFCs); Mutual Funds; Types and role in Capital Market, Regulation of Mutual Funds.

#### **Unit IV: Financial Services**

Meaning, types, Leasing and hire-purchase, Consumer and housing finance; Venture capital finance; Factoring services, Bank Guarantees and Bank Undertakings, Letter of Credit; Credit Rating Agencies.

#### **Suggested Readings**

- *Gupta S. K. Financial Market, Institution and Services, Kalyani publishing house.*
- *Bhole, L.M., Financial Markets and Institutions. Tata McGraw Hill Publishing Company*
- *Khan, M.Y., Indian Financial System Theory and Practice. New Delhi: Vikas Publishing House*
- *Financial Services and Markets, Pandian Punithavathy Vikas Publishing*
- *Sharma, G.L., and Y.P. Singh. Contemporary Issues in Finance and Taxation. Academic Foundation, Delhi*
- *Khan and Jain, Financial Services, Tata McGraw Hill*
- *Singh, J.K., Venture Capital Financing in India. Dhanpat Rai and Company, New Delhi.*
- *Annual Reports of Major Financial Institutions in India.*

## **CORE III**

## **PAPER II** **Management Accounting**

**Credit 4**

### **Course Objectives**

The course aims to enable students to acquire knowledge of concepts, methods and techniques of management accounting for the purpose of managerial planning, control and decision making.

### **Course Outcomes**

After completion of the course, learners will be able to:

- Examine the conceptual framework of Management Accounting and identify the differences between various forms of accounting.
- Analyse budgetary control system as a tool of managerial planning and control.
- Evaluate the standard costing system as a tool of managerial control.
- Recognise the concept of marginal costing and cost-volume-profit analysis.
- Analyse techniques of decision making.
- Discuss the concept of responsibility accounting and performance measurement.

### **Unit 1: Introduction to Management Accounting**

Meaning, objectives, nature and scope of management accounting, Difference between different forms of accounting- Cost, Financial and Management accounting, Cost control and Cost reduction.

### **Unit 2: Budgetary Control and Standard Costing Systems**

- Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control; objectives, merits and limitations; Functional Budgets; Fixed and Flexible budgeting; An overview of different approaches to budgeting (Zero base budgeting, Performance budgeting and Programme budgeting)
- Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; advantages, limitations and applications; Variance Analysis – material, labour, overheads and sales variances. Control ratios.

### **Unit 3: Marginal Costing**

Concept of marginal cost and marginal costing; Absorption versus Variable Costing: Distinctive features and income determination; Cost-volume-profit analysis; Break-even Analysis-Statements, mathematical and graphical approaches; Profit-volume ratio, angle of incidence, margin of safety, key factor, determination of cost indifference point.

## Unit 4: Decision Making

Steps in Decision making process. Concept of relevant costs. solving various short -term decision making problems using marginal costing and differential costing techniques – Profitable product mix, Acceptance or rejection of special/ export offers, Make or buy, Addition or elimination of a product line, sell or process further, operate or shut down and Pricing decisions.

### Suggested Readings

- *Sharma / Gupta Management accounting, Kalyani publishing house.*
- *Management Accounting, 4th Edition Pillai R. S. N. & Bagavathi S. Chand Publishing*
- *Arora, M. N. (2019). Management Accounting. Delhi, India: Himalaya Publishing House.*
- *Management Accounting: Principles & Practice, 3rd Edition, Sahaf M.A. Vikas Publishing*
- *Cost and Management Accounting, Ravi M Kishore, Taxman publishing house.*
- *Goel, R. K., & Goel, I. (2019). Concept Building Approach to Management Accounting for B. Com (Hons.), Delhi, India: Cengage.*
- *Maheshwari, S. N., & Mittal, S. N. (2019). Management Accounting. Delhi, India: Shri Mahaveer Book Depot.*
- *Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2021). Principles of Management Accounting. Delhi, India: Sultan Chand & Sons.*
- *Maheshwari, S. N. (2015). Management Accounting and Financial Control. Delhi, India: Sultan Chand & Sons.*
- *Shah, P. (2015). Management Accounting. Delhi, India: Oxford University Press.*
- *Singh, S. (2023). Management Accounting. Delhi, India: PHI Learning Pvt. Limited.*
- *Singh, S. K., & Gupta, L. (2021). Management Accounting: Theory and Practice. Delhi, India: A. K. Publications.*
- *Tulsian, P. C., & Tulsian, B. (2023). Advanced Management Accounting.*
- *Drury, C. (2020). Management and Cost Accounting. China: Cengage.*
- *Horngren, C. T., Foster, G., & Dattar, S. M. (2002). Cost Accounting: A Managerial Emphasis. Delhi, India: Prentice Hall of India Ltd.*
- *Khan, M. Y., & Jain, P. K. (2021). Management Accounting. Delhi, India: Tata McGraw Hill Publishing Co.*
- *Usry, M. E., & Lawrence, H. H. (2010). Cost Accounting: Planning and Control. Delhi, India: S. Chand.*



**GST and other Indirect Taxes (Customs)****Credit 3****Course Objectives**

The course aims to provide understanding about salient features of GST law and implications of its various provisions for different classes of suppliers, to be applied in real life business scenario.

**Course Outcomes**

After completion of the course, learners will be able to:

- Explain the concept, need, and utility of indirect taxes;
- Implement the provisions relating to supply under GST in real life scenario;
- Apply the provisions of levy of GST and identify various returns under GST and payment of taxes;
- Evaluate the concepts of Customs Act, various custom duties and computation of the assessable value for charging customs duty

**Unit I: Basic Concepts**

Concept and features of Indirect Taxes, Difference between Direct and Indirect Taxes, Concept of GST, Relevant Definitions under GST law, Constitutional aspects of GST. GST Council: Constitution, Structure and functioning.

**Unit II: Concept of supply and Levy of GST**

Concept of supply including composite and mixed supply, Place, Time and Value of taxable supply, Significance of consideration. Basis of Charge of GST, Inter-State Supply, Intra-state supply, GST rates notified for supply of various goods and services, Reverse charge mechanism, Composition levy, Exemptions from GST, Power to grant exemptions, Exempted goods under exemption notifications, Exempted services under exemption notifications, Input tax credit.

**Unit III: Procedures under GST**

Registration under GST law, Tax invoice credit and debit notes, Different GST returns, Electronic liability Ledger, Electronic credit Ledger, Electronic cash ledger, Different assessment under GST, Interest applicable under GST (Period), Penalty under GST, Various provisions regarding e-way bill in GST, Mechanism of Tax Deducted at Source (TDS) and tax collected at source (TCS), Audit under GST. Understanding the GST return preparation process,

**Suggested Readings**

- *Rout P.K. & Others GST and Indirect Taxes, Kalyani publishing house.*
- *Haldia, Arpit & Mohd, Taxmann's GST Law & Practice*
- *Bangar, Vandana & Bangar, Yogendra, Comprehensive Guide to Indirect Tax Laws–GST & Customs*

**Latest revisions and notifications relating to GST & Customs**

# Semester IV

Semester	Core-I	Core-II	Core-III	Multi-disciplinary	AEC	SEC	VAC
<b>Semester IV</b>	9. Inventory and Budget Management 10. Retail Entrepreneurship 11. Logistics supply chain Management	Corporate Legal Framework	Auditing & Corporate Governance		English: Word and Presentation Skills	Practical in Retail Sales Management	

**Inventory and Budget Management****Credit 4****Course Objectives**

- To Understand the principles and techniques of retail inventory management.
- To Develop proficiency in inventory turnover analysis, safety stock management, and supply chain integration.
- To Gain an understanding of budget planning, forecasting, allocation, and control techniques specific to retail operations
- To acquire the skills to analyze financial statements, monitor budget performance, and identify variances.

**Course Outcomes**

- Learners will be able to develop and implement inventory management strategies resulting in enhanced customer satisfaction and increased profitability.
- Learners will be equipped with the knowledge and skills to effectively plan, monitor, and control budgets in retail store operations to achieve financial objectives of the store

**Unit-I Inventory Management**

Importance and objectives of Inventory Management in Retail, Overview of Inventory Costs and Their Impact on Profitability, Methods of Inventory Planning: ABC Analysis, EOQ, JIT, Forecasting Techniques for Demand Prediction, Seasonal Variation and its Impact on Inventory Planning, Inventory Control Techniques: Setting Reorder Points and Safety Stock Levels, Economic Order Quantity (EOQ) Calculation and Implementation, Just-in-Time (JIT) Inventory Management and its Benefits. Inventory Classification and Categorization

ABC Analysis: Classification of Inventory Items based on Value and Frequency of Sales, Inventory Segmentation: Differentiating Inventory based on Characteristics such as Perishability and Seasonality, Product Life Cycle Management and its Impact on Inventory Classification. Inventory Reconciliation and Auditing: Regular Physical Inventory Counts and Cycle Counting Techniques, Inventory Reconciliation Processes Importance of Accuracy in Inventory Records.

**Unit -II Inventory Optimization Strategies**

Inventory Turnover Ratio and its Significance: Strategies to Reduce Excess Inventory and Dead Stock, Vendor Managed Inventory (VMI) and Consignment Inventory, Inventory Loss Prevention: Causes of Inventory Shrinkage and Losses: Implementing Inventory Security Measures, Training Staff on Inventory Control and Theft Prevention, Technology Solutions for Inventory Management: Barcoding and RFID Technology in Inventory Tracking, Benefits of Real-time Inventory Tracking Systems, Cloud-based Inventory Management Software.

### **Unit-III Managing Retail Store Budgets**

Introduction to Retail Store Budget Management: Overview and importance of budget management in retail operations, role of budgeting in achieving financial goals and objectives, key budgeting terminology and concepts in retail.

Understanding Financial Statements: interpreting income statements (profit and loss statements) in retail, revenue, cost of goods sold (COGS), and operating expenses, balance sheets in retail: assets, liabilities, and equity, cash flow statements in retail, cash inflows, outflows, and net cash flow.

Budget Planning and Preparation: Techniques for forecasting sales in retail stores, Historical data analysis, market trends, and seasonality factors, Identifying expense categories for budgeting- Fixed expenses (e.g., rent, utilities), variable expenses (e.g., payroll, inventory), and discretionary expenses (e.g., marketing, promotions), Creating a sales budget - setting sales targets, incorporating sales forecasts, and considering factors affecting sales performance, Developing an expense budget - Allocating resources to various expense categories based on historical data and projected needs

Budget Monitoring and Control: Overview of budget monitoring and control processes,

Establishing performance metrics and benchmarks, Methods for tracking actual performance against budgeted targets, Comparing actual sales and expenses to budgeted figures, Variance analysis techniques -Identifying and analyzing budget variances (favourable and unfavourable), Understanding the causes of budget variances and their implications for store operations, Implementing corrective actions-Adjusting spending plans, reallocating resources, and implementing cost-saving measures to address budget variances

### **Reference Books**

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

## CORE I

## PAPER XIV

### Retail Entrepreneurship

Credit 4

#### Course Objectives

- To develop a comprehensive understanding of the retail industry in the Indian context and the key factors that contribute to entrepreneurial success within this sector
- To knowledge across various aspects of retail entrepreneurship, including business planning, financial management, marketing strategies, and customer relationship management, to launch and sustain a successful retail venture

#### Course Outcomes

- The learner will demonstrate the ability to develop a viable retail business plan tailored to the Indian market
- The Learner will be able to apply effective marketing techniques and customer relationship management strategies to attract and retain customers

#### Unit-I Foundation of Entrepreneurship Development

**Entrepreneurship:** Concept and Need of Entrepreneur ship Development, Definition of Entrepreneur, Importance of entrepreneurship in the economy, significance of growth of entrepreneurial activities, Key traits, and characteristics of successful entrepreneurs Differences between entrepreneurs and employees.

(Case study Mr Kishore Biyani: future group; Mr. Radhakrishna Damani: DMart  
**Theories of Entrepreneurship:** Innovation Theory by Schumpeter & Imitating Theory, of High Achievement by McClelland X-Efficiency Theory by Leibenstein

**External Influences on Entrepreneurship Development:** Socio-Cultural, Political, Economic, Personal, Role of Entrepreneurial culture in Entrepreneurship Development, Role of entrepreneurs in innovation and job creation

**Case Study.**

#### Unit -II Types and Classification of Retail Entrepreneurs

**Classification based on Business Model:** Independent retailers, Franchisees, Online retail entrepreneurs, Brick-and-mortar store owners.

**Classification based on Product Focus:** Specialty retailers, Convenience store owners, E commerce niche entrepreneurs, multi-category retailers

**Classification based on Scale:** Small-scale local retailers, Regional retail chains, National retail brands

Women Entrepreneurs – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group (Kiran Mazumdar, Falguni Nair)

Social entrepreneurship–concept, development of Social, entrepreneurship in India. Importance and Social responsibility of NGO's. (Case study Sumita Ghose: Rangasutra; Ajaita Shah Frontier Markets).

### **Unit-III Business Plan**

**Identifying Business Opportunities:** Market research and analysis, Identifying niche markets and target customers, SWOT analysis for retail business

**Legal and Regulatory Framework:** Business registration and licenses in India, Understanding GST (Goods and Services Tax), Employment laws and regulations

**Business Plan Development:** Components of a retail business plan, Setting goals and objectives, financial projections, and budgeting.

**Financial Management:** Basics of accounting for retail businesses, Cash flow management, Pricing strategies and profit margins

**Funding Options for Retail Ventures:** Bootstrapping vs. seeking external funding, Bank loans, government schemes, and other sources of financing, Pitching to investors

### **Unit-IV Marketing and Operations**

**Marketing Strategies for Retail:** a marketing plan, Digital marketing techniques for retail, Customer segmentation and targeting.

**Customer Relationship Management (CRM):** Importance of customer satisfaction, Building customer loyalty programs, Handling customer complaints and feedback

**Branding and Promotions:** Brand building strategies for retail businesses, Promotional campaigns and events, public relations for retail entrepreneurs.

**Managing Operations:** Training for staff on service excellence and selling techniques, inventory control, supplier selection, managing stock levels, benefits of technology integration, leveraging e-Commerce.

**Evaluating Performance and Continuous Improvement:** Key performance indicators (KPIs) for retail businesses, Monitoring and evaluating business performance, Implementing changes for continuous improvement

### **Reference Books**

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

## **CORE I**

## **PAPER XV** **Logistics and Supply Chain Management**

**Credit 4**

### **Course Objectives**

- To Understand the fundamental principles and concepts of logistics and supply chain management as they apply to the retail industry.
- To Analyze the design and operation of retail supply chains, including transportation, warehousing, and inventory management strategies.
- To Evaluate the role of technology, sustainability, and ethical considerations in retail logistics and supply chain management practices.

### **Course Outcomes**

- Learners will be able to define key terms and concepts related to logistics and supply chain management in the context of retail.
- Learners will be able to apply theoretical knowledge to analyze and optimize the design and operation of retail supply chains.
- Learners will be able to demonstrate critical thinking skills by evaluating the impact of technology, sustainability initiatives, and ethical considerations on retail logistics and supply chain.

### **Unit-I Introduction to Supply Chain Management**

Concept of Supply Chain Management - Objectives of Retail Supply Chain – Evolution of Supply Chain Management – Issues involved in developing the Supply Chain Management – Supply Chain Integration. Integrated Supply Chain Management: Vendor Management – Value Chain - Innovations in Supply Chain Management: Collaborative Planning Forecasting and Replenishment – Cross Docking

### **Unit -II Retail Supply Chain and Transportation Logistics**

Retail supply chain network design principles: Factors influencing facility location decisions in retail (proximity to markets, transportation infrastructure, labor availability, etc.) Inventory management strategies in retail: ABC analysis, Economic Order Quantity (EOQ) Just-in-Time (JIT) inventory, Vendor-managed inventory (VMI) and Collaborative Planning, Forecasting, and Replenishment (CPFR) in retail.

Modes of transportation in retail logistics: Road transport, Rail transport, Air transport Sea transport, Carrier selection criteria and management strategies

Last-mile delivery challenges and solutions: Delivery route optimization, Urban logistics solutions (e.g., micro-fulfillment centers), Transportation cost management techniques and optimization strategies



### **Unit-III Warehousing and Distribution in Retail**

Types and functions of warehouses in retail: Distribution centers, Fulfillment centers, Cross docking facilities, Warehouse layout and design considerations for retail operations  
Warehouse operations: Receiving and put-away, Order picking and packing, Shipping and dispatch.

Warehouse automation technologies: Automated storage and retrieval systems (AS/RS)  
Robotics and automated guided vehicles (AGVs).

### **Unit-IV Technology and Green Logistics in Retail**

Role of information technology in retail logistics: Warehouse Management Systems (WMS)  
Transportation Management Systems (TMS), Enterprise Resource Planning (ERP) systems  
RFID and barcode technologies in retail logistics, Internet of Things (IoT) applications in retail logistics, Emerging technologies in retail logistics: Artificial Intelligence (AI) for demand forecasting and route optimization, Blockchain for supply chain transparency and traceability.

**Environmental sustainability considerations in retail logistics:** Green transportation initiatives Sustainable packaging solutions,

Ethical issues in supply chain management: Fair labour practices, Ethical sourcing, Responsible disposal of waste and returns, Corporate Social Responsibility (CSR) initiatives in retail logistics

### **Reference Books**

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

## **CORE II**

## **PAPER III**

### **Corporate Legal Framework**

**Credit 4**

#### **Course Objectives**

The course aims to impart the learner's working knowledge of the provisions of the Companies Act, 2013.

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Explain relevant definitions and provisions relating to issue of prospectus and allotment of shares;
- Synthesize company processes, meetings, and decisions;
- Describe the framework of dividend distribution, Accounts of the company and Audit and Auditors of company;
- Determine the role of Board of directors and their legal position;
- State regulatory aspects involved in Oppression, Mismanagement, corporate restructuring and Winding Up and to study the composition of Adjudicating Authority i.e. NCLT and NCLAT and its powers.

#### **Unit I: Introduction to Companies Act, 2013**

Important definitions: Prospectus and Share Capital, Allotment of securities, Private Placement, share capital, basic requirements, alteration of share capital, Sweat Equity, Bonus issue, issue of shares at premium and discount, Further issue of shares, buy-back of shares.

#### **Unit II: Management and Administration**

Board Meetings, Annual General Meeting, Extraordinary General Meeting, Requisites of a valid meeting, Convening of Meetings, Minutes and Resolutions; Postal ballot; voting through electronic matters.

#### **Unit III: Directors and their Powers**

Board of directors, classification of directors, women directors, independent director; appointment and qualifications of directors; Director Identification Number (DIN); Disqualifications, Removal of directors; Legal positions, Powers, Duties and responsibilities; Additional Director, Alternate Director, Nominee Director, Director appointed by casual Vacancy, Key Managerial Personnel, Managing Director, Manager and Whole Time Director.

#### **Unit IV: Oppression, Mismanagement, Corporate Restructuring and Winding-Up**

Oppression, Mismanagement, Rights to apply, Powers of Tribunal, Provisions related to Compromises, Arrangement and Amalgamations, Concept and Modes of Winding Up; Provisions of winding up under Insolvency and Bankruptcy Code, 2016. National Company Law Tribunal and Appellate Tribunal-Definitions; Constitution of National Company Law Tribunal; Constitution of Appellate Tribunal; Appeal from orders of Tribunal; Power to punish for contempt.

#### **Suggested Readings**

- *Garg /Gupta/Dhingra Corporate Law, kalyani publisher.*
- *CORPORATE LAWS, Vandana Bansal, Anjali Arora & Jyoti Prakash Rath Vikas Publishing.*
- *Business and Corporate Laws, Tulsian P.C. S. Chand Publishing.*
- *Kumar, A. Corporate Laws. New Delhi: Taxmann Publication.*
- *Sharma, J. P. An Easy Approach to Corporate Laws. New Delhi: Ane Books Pvt. Ltd.*
- *Chadha R., & Chadha, S. (2018). Company Laws. Delhi: Scholar Tech Press.*
- *Hicks, A., & Goo, S. H. (2017). Cases and Material on Company Law. Oxford: Oxford University Press.*
- *Kuchhal, M. C., & Kuchhal, A. (2020). Corporate Laws. New Delhi: Shree Mahavir Book Depot.*
- *Kumar, A. (2019). Corporate Laws. New Delhi: Taxmann Publication.*
- *Sharma, J. P. (2018). An Easy Approach to Corporate Laws.*

## **CORE III**

## **PAPER III**

### **Auditing and Corporate Governance**

#### **Course Objectives**

The course aims to provide knowledge of auditing concepts, principles, procedures, and techniques in accordance with current legal requirements.

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Summarise the basic concepts of auditing and acquaint with latest developments in the area of auditing.
- Describe the need of auditing and the role of auditors.
- Demonstrate the principles, procedures and techniques of auditing.
- Interpret the contents of audit reports.
- Analyse the provisions of Companies Act, 2013 relating to auditor and auditing.

#### **Unit I: Introduction to Auditing**

- Introduction – Meaning - Definition – Objectives – Differences between Accountancy and Auditing – Types of Audit - Advantages of Auditing – Preparation before commencement of new Audit – Audit Notebook – Audit Working Papers – Audit Program, Recent Trends In auditing: Nature & Significance of Tax Audit – Cost Audit - Management audit.
- Internal Control: meaning and objectives. Internal Check: meaning, objectives. Internal Check as regards: Wage Payments, Cash Sales, Cash Purchases. Internal Audit: Meaning - Advantages and Disadvantages of Internal Audit – Differences between Internal Check and Internal Audit.

#### **Unit II: Vouching And Verification And Valuation Of Assets And Liabilities**

- Meaning - Definition – Importance – Routine Checking and Vouching – Voucher - Types of Vouchers – Vouching of Receipts: Cash Sales, Receipts from debtors, Proceeds of the sale of Investments. Vouching of Payments: Cash Purchases, Payment to Creditors, Deferred Revenue Expenditure
- Meaning and Objectives of verification and valuation – Position of an Auditor as regards the Valuation of Assets – Verification and Valuation of different Items: Assets: Land & Building, Plant & Machinery, Goodwill – Investments - Stock in Trade. Liabilities: Bills Payable - Sundry Creditors – Contingent Liabilities.

### **Unit III: Audit of Limited Companies and Audit Report**

- Company Auditor – Appointment – Qualification - Powers - Duties and Liabilities – Professional Ethics of an Auditor, Audit of Educational Institutions – Audit of Insurance Companies- Audit of Co-operative societies.
- **Audit Report and Special Audit** Contents and types of audit report, Qualified and Unqualified report; National Financial Reporting Authority. Special Audit: Banking and Insurance company; Forensic Audit.

### **Unit IV: Corporate Governance**

Conceptual framework of Corporate Governance, Corporate Governance Reforms. Major Corporate Scandals in India and Abroad: Common Governance Problems Noticed in various Corporate Failures. Codes & Standards on Corporate Governance.

#### **Suggested Readings**

- ✓ *Das / Das Auditing and Corporate Governance, Kalyani publisher.*
- ✓ *P N Reddy & Appannaiah, Auditing, HPH*
- ✓ *BN Tandon, Practical Auditing, Sultan Chand*
- ✓ *Dr. Nanje Gowda, Principles of Auditing, VBH*
- ✓ *Dr. Alice Mani: Principles & Practices of Auditing, SBH.*
- ✓ *K. Venkataramana, Principles and Practice of Auditing, SHBP.*
- ✓ *MS Ramaswamy, Principles and Practice of Auditing.*
- ✓ *Dinakar Pagare, Practice of Auditing, Sultan Chand*
- ✓ *Kamal Gupta, Practical Auditing, TMH R.G Sexena - Principles and Practice of Auditing, HPH*

## AEC PAPER II

### Business Communication Skills – I

**Credit 4**

Sl. No	Modules	Outcomes
1.	Orientation for Management	<ul style="list-style-type: none"><li>• Classroom Manners and Discipline</li><li>• Conduct of Students (Theory &amp; Practical)</li><li>• Grooming</li><li>• Useful Phrases for Everyday Use</li><li>• Asking Questions</li></ul>
2.	Self Esteem	<ul style="list-style-type: none"><li>• Know Yourself</li><li>• Accept Yourself (One Activity through a Psychometric test)</li></ul>
3.	Etiquettes and Manners	<ul style="list-style-type: none"><li>• College Etiquettes</li><li>• Conversation Etiquettes</li><li>• Social Etiquettes</li><li>• Telephone Etiquettes</li></ul>
4.	Communication Skills (Meaning and Definition)	<ul style="list-style-type: none"><li>• Spoken English</li><li>• Phonetics</li><li>• Accent</li><li>• Intonation</li><li>• Practice Proper Pronunciation through Words and Phrases</li></ul>
5.	Communication Skills through Extempore	<ul style="list-style-type: none"><li>• Speaking about Objects, Speaking about People</li><li>• Speaking about Events, Speaking about Hospitality Industry – Current Trends</li></ul>
6.	Developing A Positive Attitude	<ul style="list-style-type: none"><li>• Meaning and Definition of Attitude</li><li>• How to Develop Positive Attitude</li><li>• 7 Steps to Change Attitude</li></ul>
7.	Group Discussion	<ul style="list-style-type: none"><li>• Introduction to GD</li><li>• Do's and Don'ts of GD</li><li>• Useful words Phrases</li><li>• Practice on Basic GD topics</li></ul>
8.	Listening Skills	<ul style="list-style-type: none"><li>• Meaning and Significance</li><li>• Do's and Don'ts of Listening</li><li>• Guidelines for Effective Listening</li><li>• Problems and Solutions to become Active Listener</li></ul>

<b>9.</b>	<b>Current Affairs</b>	<ul style="list-style-type: none"> <li>• National &amp; International Ministers and Leaders along with News Makers</li> <li>• Countries, Capitals and Currencies</li> <li>• Political Scenario of various Countries</li> <li>• Important Acronyms of International and National Organizations</li> </ul>
<b>10.</b>	<b>Fundamental of Communication</b>	<ul style="list-style-type: none"> <li>• Meaning and Significance of Communication</li> <li>• Process of Communication</li> <li>• Principles of Effective Business Communication</li> <li>• 7Cs</li> <li>• How to Improve Command over Spoken and Written English</li> <li>• Effective Listening</li> </ul>
<b>11.</b>	<b>Communicating in a Multicultural World</b>	<ul style="list-style-type: none"> <li>• Idea of A Global World</li> <li>• Impact of Globalization on Organizational and Multicultural Communication</li> <li>• Understanding Culture for Global Communication</li> <li>• Etic and Emic Approaches to Culture</li> <li>• The Cross-Cultural Dimensions of Business Communication</li> <li>• Technology and Communication</li> <li>• Ethical &amp; Legal Issues in Business Communication</li> <li>• Overcoming Cross-Cultural Communication</li> </ul>
<b>12.</b>	<b>Business Letter Writing and Presentation Tool</b>	<ul style="list-style-type: none"> <li>• Need, Functions, and Layout of Letter Writing</li> <li>• Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, and Complaints, Employment-related letters Interview Letters, Promotion, Letters, Resignation Letters</li> </ul>
<b>13.</b>	<b>Departmental Communication</b>	<ul style="list-style-type: none"> <li>• Barriers to Communication</li> <li>• Meaning, Need and Types</li> <li>• Newsletters</li> <li>• Project and Report writing</li> <li>• How to make a Presentation</li> <li>• Various Presentation Tools, along with Guidelines for Effective Presentation</li> </ul>

## **SEC PAPER II**

### **Practical in Retail Sales Management**

**Credit 3**

#### **Course Objectives**

- To apply the key principles and techniques of retail sales management, including customer interaction, sales strategies, and team management.
- To apply retail sales software/tools effectively to manage inventory, analyze sales data, and enhance customer relationships.

#### **Course Outcomes**

- Learners will be able to manage retail sales operations by utilizing various tools and techniques.
- Learners will be equipped with the knowledge and skills to formulate and implement sales strategies encompassing merchandising, promotional campaigns.

#### **Unit-I Introduction to Practical Retail Sales Management**

Overview: Explanation of the format and objectives of practical sessions, Discussion of the importance of practical application in retail sales management education

Introduction to retail sales management software/tools: Demonstration of common retail sales software/tools (e.g., POS systems, CRM software), Hands-on exploration of software interfaces and basic functionalities.

Setting up mock retail sales scenarios: Role assignment for simulated sales interactions. Scenario creation: Role plays or OJT demonstration on different types of customer interactions (e.g., product inquiry, complaint handling)

Designing and executing promotional campaigns: Planning and organizing sales events, promotional campaigns, special festive events, product launches, clearance sales.

#### **Unit-II Customer Interaction and Sales Techniques**

Role-playing exercises: Customer greetings and engagement, Students pair up and take turns practicing initial greetings and engaging customers in conversation

Feedback session: Peer evaluation and instructor feedback on communication skills and approachability

Demonstrating product features and benefits: Introduction to a selection of products for demonstration;

Role-playing scenarios: Students take turns demonstrating product features and explaining benefits to customers

Handling customer objections and closing sales: Identification of common objections in retail sales; Role-playing exercises: Students practice responding to objections and techniques for closing sales

Feedback and debrief: Discussion of effective strategies and areas for improvement



### **Unit - III Using Retail Sales Software and Technology**

Hands-on training with POS systems: Simulation exercises: Students practice processing transactions, issuing refunds, and managing inventory using POS software.

Troubleshooting scenarios: Students troubleshoot common POS system errors and practice resolving issues.

Introduction to CRM software for sales management: CRM software exploration: Students navigate through CRM software interfaces, input customer data, and track interactions.

Customer segmentation exercise: Using CRM software to segment customer data and target specific customer groups for marketing campaigns.

#### **Reference Books:**

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

**Semester V  
&  
Semester VI  
Apprenticeships**

# Semester VII & Semester VIII

## **Research Methodology & Research Ethics**

**Credit 4**

### **Course Objectives**

To acquaint students with the concepts of Survey and Research and provide inputs relating to research methodology, the process of research report writing.

### **Course Outcomes**

After completion of the course, learners will be able to:

- Understand Meaning of Research and role of research in various functional areas;
- Formulate hypothesis and research design;
- Identify Methods of Data collection and pilot study;
- Develop Processing and Analysis of data;
- Apply Report writing techniques and draft research report

### **Unit-1: Introduction to Research Methodology**

Definition of research, Importance of research in academic and professional contexts, Types of research: qualitative vs. quantitative. Research Design and Planning; Formulating research questions and objectives, Selecting appropriate research designs: experimental, observational, survey, case study Developing research hypotheses and variables

### **Unit-2: Data Collection Methods and Sampling Techniques**

Surveys: design, administration, and analysis. Interviews: types, techniques, and ethical considerations. Observational research: participant observation, structured observation. Probability sampling methods: simple random sampling stratified sampling, cluster sampling Non-probability sampling methods: convenience sampling, purposive sampling, snowball sampling.

### **Unit-3: Data Analysis Techniques and Research Project Design**

Qualitative data analysis methods: thematic analysis, content analysis, grounded theory, Quantitative data analysis methods: descriptive statistics, inferential statistics, and regression analysis. Developing a research proposal: objectives, literature review, methodology, timeline. Planning and executing a research project: data collection, analysis, and interpretation

### **Unit-4: Research Ethics**

Ethical principles in research: integrity, respect, fairness, responsibility. Informed consent and confidentiality, avoiding plagiarism and maintaining academic integrity

### **Suggested Readings**

- Swain A.K.P.C *Business Research Method & Project Work*, Kalyani publisher.
- *Research Methodology*, Cauvery R./ Nayak, Sudha U.K./ Girija M. & Meenakshi R.S. Chand Publishing
- *Research Methodology: Concepts and Cases*, Chawla Deepak & Neena Sodhi Vikas Publishing
- Cooper, D. R. & Schindler, P. S., *Business Research Methods*. Boston, Mass.: McGraw-Hill/Irwin
- Greene, W. H., *Econometric Analysis*. Pearson Pvt. limited
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin (2013). *Business Research Methods*. Cengage Learning limited

## **Core XVII**

### **Fundamentals of Securities Analysis and Portfolio Management**

**Credit 4**

#### **Course Objectives**

To expose the students on the various avenues available for effective investment and possible way to avoid risk in investments through portfolio Management.

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Understand the basic concepts of security and portfolio
- Analyze the individual security
- Construct and Manage a Portfolio
- Evaluate and revise the portfolios

#### **Unit I**

- Introduction to Security: Nature and Scope of Security Analysis; Savings vs. Investment, Elements of Investment, Objectives of Investment, Investment Philosophy, Types of Investor, Investor, Speculator & Gambler, Investment Avenues, Features of Investment, Process of Investment, Contemporary Issues in Investment Management.
- Measurement of Risk and Return: Measurement of Stock Return, Systematic Risk and Unsystematic Risk, Measurement of Beta. Measuring Risk and Return in Practice (Using Ms-Excel).

#### **Unit-II**

- Equity Analysis: Fundamental Analysis: Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis: Various Prices and Volume Indicators, Indices: Various Types of Trends and Indices.
- Market Efficiency: Concept and Importance, Random Walk Theory, the Efficient Market Hypothesis. Forms of Market Efficiency, Testing Different Form of Market Efficiency Using MS-Excel/SPSS

#### **Unit-III**

Portfolio Management: Meaning, Importance and Objectives, Phase of Portfolio Management. Portfolio Analysis: Estimating Rate of Return and Standard Deviation of Portfolio Returns; Effects of Combining Securities; Markowitz Risk-Return Optimization.

#### **Unit-IV**

Single Index Model: Portfolio Risk: Portfolio Market Risk and Unique Risk, Sharpe's Optimization Solution. Capital Asset Pricing Model and Its Assumptions, Capital Market Line, Security Market Line; Risk Free Lending and Borrowing. Arbitrage Pricing Theory and Multifactor Asset Pricing Models

#### **Suggested Readings**

- Barua, Raghunathan and Verma: Portfolio Management, Tata McGraw Hill, Delhi.
- Bhalla V. K. - Investment Management, Portfolio Analysis - S. Chand, New Delhi.
- Clark, James Francies: Investment management. McGraw Hill, International Edition, New York.

## **Core XVIII**

### **Fundamentals of Operation Research and Quantitative Technique**

**Credit 4**

#### **Course Objectives**

- Understand the fundamental concepts and principles of operations research and quantitative techniques.
- Learn mathematical modeling techniques for representing real-world problems in OR.
- Develop proficiency in optimization methods, including linear programming, integer programming, and nonlinear programming.
- Gain practical skills in applying quantitative techniques to analyze and solve business, engineering, and management problems.
- Learn simulation techniques for modeling stochastic systems and uncertainty in decision-making.
- Explore applications of OR and quantitative techniques in diverse fields such as supply chain management, logistics, finance, and healthcare.
- Develop critical thinking and problem-solving skills through hands-on exercises and case studies.
- Communicate quantitative analysis results effectively through written reports and presentations.

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Foundational Knowledge of Operations Research.
- Proficiency in Mathematical Modeling.
- Competence in Optimization Techniques.
- Understanding of Simulation Modeling.
- Applications of OR in Diverse Fields.
- Critical Thinking and Problem-Solving Abilities.
- Effective Communication of Analysis Results.
- Practical Skills for Decision Support

#### **Unit- 1: Introduction to Operations Research**

Definition and scope of operations research, Historical development of OR and its applications, Role of quantitative techniques in decision-making. Mathematical Modeling; Formulation of mathematical models for real-world problems, Linear and nonlinear models, Objective functions, decision variables, and constraints

## **Unit-2: Optimization Techniques and Network Analysis**

Linear programming: formulation, graphical solution, simplex method, Integer programming: branch and bound, cutting planes, Nonlinear programming: gradient-based methods, convex optimization. Network modeling techniques: critical path method (CPM), program evaluation and review technique (PERT), Shortest path problems, minimum spanning trees, maximum flow problems

## **Unit-3: Simulation Modeling**

Simulation methodology: discrete event simulation, Monte Carlo simulation, Random number generation, input modeling, output analysis, Applications of simulation in business and engineering. Decision Analysis; Decision trees: construction, analysis, and evaluation, Utility theory and risk analysis, Sensitivity analysis and decision-making under uncertainty

## **Unit-4: Applications of Operations Research**

Supply chain optimization, Inventory management, Production planning and scheduling, Transportation and logistics. Case Studies and Practical Applications, Real-world case studies applying OR and quantitative techniques, Group projects analyzing and solving complex problems using quantitative methods, Presentation and communication of analysis results

## **Suggested Readings**

- Operations Research, 4th Edition, Kalavathy S., Vikas Publishing

## **Core XIX**

### **Corporate Restructuring & Business Valuation**

**Credit 4**

#### **Course Objectives**

- Understand the concepts and motives behind corporate restructuring.
- Learn about different forms of corporate restructuring, including mergers, acquisitions, divestitures, and reorganizations.
- Gain proficiency in financial statement analysis and interpretation.
- Develop skills in business valuation techniques and methodologies.
- Analyze the impact of corporate restructuring on shareholder value.
- Explore regulatory and legal considerations in corporate restructuring.
- Apply corporate restructuring and valuation principles to real-world business scenarios.
- Communicate valuation analyses and restructuring strategies effectively.

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Understanding of Corporate Restructuring
- Proficiency in Financial Statement Analysis
- Competence in Business Valuation
- Analysis of Restructuring Impact on Shareholder Value
- Understanding of Regulatory and Legal Considerations
- Application of Valuation and Restructuring Principles
- Critical Thinking and Problem-Solving Abilities
- Effective Communication of Valuation Analyses

#### **Unit I: Introduction to Corporate Restructuring**

Definition and motives behind corporate restructuring, Types of corporate restructuring: mergers, acquisitions, divestitures, spin-offs, reorganizations. Financial Statement Analysis; Overview of financial statements: balance sheet, income statement, cash flow statement, Ratio analysis: liquidity ratios, profitability ratios, leverage ratios, Common-size analysis and trend analysis



## **Unit II: Business Valuation Methods**

Introduction to business valuation: intrinsic value vs. market value, Valuation approaches: asset-based, income-based, market-based, Discounted cash flow (DCF) analysis, comparable company analysis (CCA), precedent transactions analysis (PTA). Valuation of Mergers and Acquisitions; Methods of valuing mergers and acquisitions, Synergy analysis and valuation adjustments, Valuation considerations in merger negotiations. Valuation of Divestitures and Spin-offs; Valuation considerations in divestiture transactions, Spin-off valuation techniques and analysis, financial modeling for spin-off transactions.

## **Unit III: Regulatory and Legal Aspects of Corporate Restructuring**

Regulatory frameworks governing corporate restructuring, Legal considerations in mergers, acquisitions, and divestitures, Compliance with antitrust laws and securities regulations

## **Unit IV: Impact of Corporate Restructuring on Shareholder Value**

Assessing the impact of restructuring on shareholder wealth, Market reaction to restructuring announcements, Long-term implications of corporate restructuring on firm performance, Real-world case studies of corporate restructuring transactions.

**Core XX**  
**Semester VIII**  
**International Business Environment**

**Course Objectives**

- Understand the concepts and theories of international business and globalization.
- Analyze the economic, political, legal, and cultural dimensions of the international business environment.
- Learn about international trade policies, trade agreements, and trade barriers.
- Explore foreign market entry strategies and modes of international expansion.
- Gain insights into managing cultural diversity and ethical challenges in international business.
- Understand the role of technology and innovation in shaping the global business landscape.
- Analyze international business risks and develop risk management strategies.

**Course Outcomes**

After completion of the course, learners will be able to:

- Understanding of International Business Concepts.
- Analysis of Economic Environment.
- Assessment of Political and Legal Risks.
- Management of Cultural Diversity.
- Evaluation of Trade Policies and Agreements.
- Development of Foreign Market Entry Strategies.
- Integration of Technology and Innovation.

**Unit-1: Introduction to International Business**

Definition and scope of international business, Theories of international trade and investment, Drivers of globalization and its impact on businesses. Economic Environment of International Business; Global economic systems: capitalism, socialism, mixed economies, Economic indicators and measures: GDP, GNP, inflation, exchange rates, International financial institutions and their role in global finance

## **Unit-2: Political, Legal and Cultural Environment of International Business**

Political systems and ideologies: democracy, authoritarianism, communism, Legal frameworks governing international business: international law, trade regulations, intellectual property rights, Political risk assessment and management strategies, Dimensions of culture: Hofstede's cultural dimensions theory, Cultural differences and their impact on business practices, Managing cultural diversity and fostering cross-cultural communication

## **Unit-3: International Trade Policies and Agreements**

Trade theories: comparative advantage, absolute advantage, factor endowment theory, Trade policies: tariffs, quotas, subsidies, Regional trade agreements and their impact on international business. Foreign Market Entry Strategies; Modes of international market entry: exporting, licensing, franchising, joint ventures, acquisitions, greenfield investments, Factors influencing the choice of entry mode, Entry strategies for emerging markets vs. developed markets

## **Unit-4: Technology and Innovation in International Business**

Role of technology in facilitating international business operations, Impact of innovation on global competitiveness, Digital transformation and its implications for international business. Managing International Business Risks; Types of international business risks: political risk, financial risk, operational risk, Risk assessment techniques and tools, Risk management strategies and contingency planning.

## Core XXI

### **Sustainable Development and Corporate Social Responsibility**

#### **Course Objectives**

- Understand the concepts of sustainable development, corporate social responsibility, and business ethics.
- Explore the relationship between business operations and environmental, social, and governance (ESG) issues.
- Learn about sustainability frameworks, standards, and reporting guidelines.
- Analyze the role of stakeholders in sustainability and CSR initiatives.
- Examine strategies for integrating sustainability and CSR into corporate strategies and operations.
- Assess the impact of sustainability and CSR practices on business performance and stakeholder value.
- Develop skills in sustainability reporting and communication

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Understanding of Sustainable Development and CSR.
- Analysis of Environmental and Social Impacts.
- Knowledge of Sustainability Frameworks and Reporting
- Stakeholder Engagement and Governance.
- Integration of Sustainability into Business Strategy.
- Assessment of CSR Performance and Impact.
- Communication and Reporting Skills.
- Application of Sustainability Principles.

#### **Unit - 1: Introduction to Sustainable Development and CSR**

Definitions and concepts of sustainable development and CSR, Historical evolution and significance of sustainability and CSR in business, **Environmental Sustainability and Business Operations**; Environmental challenges and impacts of business operations, Sustainable business practices: energy efficiency, waste reduction, resource conservation

## **Unit - 2: Social Responsibility and Stakeholder Engagement**

Social issues in business: labour practices, human rights, community development, Stakeholder theory and stakeholder engagement strategies. Governance, Ethics, and Corporate Citizenship; Corporate governance principles and practices, Business ethics and ethical decision-making, Role of corporations in global citizenship and community development.

## **Unit - 3: Sustainability Reporting and Standards**

Sustainability reporting frameworks: Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Integrated reporting and triple bottom line accounting, Assurance and verification of sustainability reports. Sustainable Supply Chain Management; Principles of sustainable supply chain management, Supplier engagement and responsible sourcing practices, Supply chain transparency and traceability

## **Unit - 4: CSR Strategy and Implementation**

Developing a CSR strategy: goal-setting, implementation, evaluation, CSR integration into corporate culture and operations, Measuring and evaluating CSR performance and impact. Case studies of companies implementing sustainability and CSR initiatives, best practices in sustainable development and corporate social responsibility.

## **Core XII**

### **Fundamentals of Commodity Markets**

#### **Course Objectives**

- Understand the Basics of Commodity Markets.
- Learn about Different Types of Commodities.
- Examine Supply and Demand Dynamics.
- Understand Price Determination Mechanisms.
- Explore Risk Management Strategies.
- Study Trading and Hedging Techniques.
- Examine Regulatory Frameworks.

#### **After completion of the course, learners will be able to:**

- Foundational Knowledge of Commodity Markets.
- Familiarity with Various Types of Commodities.
- Understanding of Supply and Demand Dynamics.
- Proficiency in Price Determination Mechanisms.
- Skills in Risk Management.
- Competence in Trading and Hedging.
- Awareness of Regulatory Requirements

#### **Unit - 1: Introduction to Commodity Markets**

Definition of commodities, Historical evolution of commodity trading, Importance of commodities in the global economy. Types of Commodities; Classification of commodities (agricultural, energy, metals, etc.), Characteristics of different commodity types, Major commodity exchanges worldwide.

#### **Unit - 2: Participants in Commodity Markets**

Overview of market participants (producers, consumers, traders, speculators, hedgers, etc.), Role of intermediaries (brokers, exchanges, clearinghouses, etc.), Importance of market liquidity. Supply and Demand Dynamics; Factors affecting commodity supply and demand, Seasonality and cyclical trends in commodity markets, Impact of geopolitical events and weather patterns. Commodity Pricing Mechanisms; Spot market vs. futures market, Basics of commodity futures contracts, Price discovery process.

### **Unit - 3: Risk Management in Commodity Markets**

Overview of price risk, credit risk, and operational risk, Introduction to hedging strategies, Risk management tools (futures, options, swaps, etc.). Fundamental analysis: Supply-demand fundamentals, production forecasts, consumption trends, Technical analysis: Chart patterns, trend analysis, technical indicators, Sentiment analysis: Market sentiment, news impact on prices

### **Unit - 4: Trading Strategies and Regulatory Environment**

Overview of trading strategies (trend following, mean reversion, spread trading, etc.), Back-testing and performance evaluation, Risk-reward considerations, Overview of regulatory bodies and frameworks governing commodity markets, Compliance requirements for market participants, Market manipulation and insider trading.

## XXIII

### **Social Entrepreneurship and Incubation**

#### **Course Objectives**

- Understand Social Entrepreneurship.
- Explore Social Innovation.
- Learn about Incubation Ecosystems.
- Develop Entrepreneurial Mindset.
- Identify Social Impact Opportunities.
- Understand Funding and Financing.
- Gain Skills in Business Planning and Management.
- Promote Ethical Leadership and Governance.

#### **Course Outcomes**

After completion of the course, learners will be able to:

- Comprehensive Understanding of Social Entrepreneurship.
- Ability to Innovate for Social Impact.
- Familiarity with Incubation Ecosystems.
- Entrepreneurial Mindset Development.
- Identification of Social Impact Opportunities.
- Knowledge of Funding and Financing Options.
- Skills in Business Planning and Management.
- Emphasis on Ethical Leadership and Governance.

#### **Unit - 1: Introduction to Social Entrepreneurship**

Definition and characteristics of social entrepreneurship, Historical overview and contemporary examples of social enterprises. Social Impact Assessment; Methods for measuring social impact, Theory of change and logic models, Impact assessment frameworks and tools

#### **Unit - 2: Business Model Design for Social Enterprises**

Adapting traditional business models for social impact, Revenue models for sustainability, Balancing financial and social objectives. Social Innovation and Ideation; Techniques for identifying social problems and needs, Ideation and brainstorming for innovative solutions, Human-centered design and prototyping



### **Unit - 3: Incubation and Acceleration of Social Ventures**

The role of incubators and accelerators in supporting social entrepreneurs, accessing resources: funding, mentorship, and networks, Developing a social enterprise toolkit: business planning, marketing, and legal considerations. Scaling Social Ventures; Strategies for scaling impact while maintaining mission integrity, Partnerships and collaborations for scale, Challenges and opportunities in scaling social enterprises

### **Unit - 4: Ethics and Values in Social Entrepreneurship**

Ethical dilemmas and decision-making in social entrepreneurship, Stakeholder engagement and community empowerment, Building a culture of transparency and accountability.