GOVERNOR'S SECRETARIAT
BIHAR LOK BHAVAN, PATNA-800022

NOTIFICATION

No.-BSU (AEDP-Regulations)-54/2025- /GS (I) **Dated-** May, 2026

In exercise of the powers vested in him by Section-38 (4) & Section-39 (2) (ii) of the Bihar State University Act, 1976 and Section-38 (4) & Section-39 (2) (ii) of the Patna University Act, 1976, the Hon'ble Chancellor is pleased to accord his assent to the Ordinance and Regulations for 4-Year Under Graduate Apprenticeship Embedded Degree Programme (**AEDP**) and Seven AEDP Course Structures for 1) Patliputra University, Patna; 2) Tilka Manjhi Bhagalpur University, Bhagalpur; 3) B. R. A. Bihar University, Muzaffarpur administered by the Bihar State Universities Act, 1976 and Patna University, Patna administered by the Patna University Act, 1976, subject to the condition that: The Tripartite MoU should be signed and implemented as per the University Grants Commission (UGC) Guidelines of Apprenticeship Embedded Degree Programme (**AEDP**), if not signed earlier.

2. The Seven approved 4-Year UG AEDP Courses assented to by the Hon'ble Chancellor are as follows:

I. Bachelor of Commerce (B.Com.) with Major in Banking Financial Services & Insurance (BFSI);
II. Bachelor of Commerce (B.Com.) with Major in Retail Operations;
III. Bachelor of Commerce (B.Com.) with Major in E-Commerce Operations;
IV. Bachelor of Commerce (B.Com.) with Major in Human Resource Operations;
V. Bachelor of Arts (B.A.) with Major in Content and Creative Writing;
VI. Bachelor of Sciences (B.Sc.) with Major in Healthcare Management;
VII. Bachelor of Sciences (B.Sc.) with Major in Digital Electronics;

3. This shall come into force from the date when the Hon'ble Chancellor was pleased to signify his assent, that is, **20.05.2026**.

Sd/-
(Dipak Kumar Singh)
Additional Chief Secretary to the Governor

Memo No.-BSU (AEDP-Regulations)-54/2025-1029/GS(I) **Dated**-27th May, 2026

1. **The Vice-Chancellor,** Patliputra University, Patna / Tilka Manjhi Bhagalpur University, Bhagalpur /B. R. A. Bihar University, Muzaffarpur /Patna University, Patna for information and necessary action;
2. **The Secretary**, Department of Higher Education, Govt. of Bihar, Patna for information and necessary action;
3. **The Additional Secretary** (University), Governor's Secretariat, Patna;
4. **The OSD to** the Hon'ble Governor for information;
5. **The Director,** Department of Higher Education, Govt. of Bihar, Patna;
6. **All Registrar**, Patliputra University, Patna / Tilka Manjhi Bhagalpur University, Bhagalpur / B. R. A. Bihar University, Muzaffarpur / Patna University, Patna for information and necessary action;
7. **The Officer-in-Charge**, e-Gazette Cell, Department of Finance, Govt. of Bihar, Patna (with soft copy in a Flash Drive) for immediate publication in the Gazette of Bihar Extra-Ordinary;
8. **The Deputy Director**, NIC (IT), Governor's Secretariat, Bihar Lok Bhavan, Patna for uploading the Ordinance and Regulations alongwith the Seven approved 4-Year UG AEDP Courses separately on the official website of the Governor's Secretariat /Guard File.

Kalpana Srivastava
26/05/26
Officer on Special Duty (Judicial)

Bachelor of Commerce (B.Com.)-

Retail Operations

4 Years
Apprenticeship Embedded
Degree Program (AEDP)

Semester	Type of Course	Credits	Course Title	Total Credits
I	MJC-1	6	Introduction to Retail Operations	20
	MIC-1	3	In Store Cashiering and Merchandising Operations	
	MDC-1	3	Ancient Trade and Principles of Chanakya's Management	
	SEC-1	3	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar	
	AEC-1	2		
	VAC-1	3		
II	MJC-2	6	Customer Relationship Management	20
	MIC-2	3	Introduction to FMCG/FMCD Sales & Distribution	
	MDC-2	3	Customer Loyalty and Retention	
	SEC-2	3	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar	
	AEC-2	2		
	VAC-2	3		
III	MJC-3	5	Retail Sales Management	20
	MJC-4	4	E-Commerce & Omni Channel Retailing	
	MIC-3	3	Fundamentals of Financial & Cost Accounting	
	MDC-3	3	Strategic Productivity Management	
	SEC-3	3	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar	
	AEC-3	2		
IV	MJC-5	5	Retail Team Management	20
	MJC-6	5	Inventory and Budget Management	
	MJC-7	5	Retail Entrepreneurship	
	MIC-4	3	Logistics and Supply Chain Management	
	AEC-4	2	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar	
V	-	20	Apprenticeship	40
VI	-	20	Apprenticeship	
VII	-	20	Capstone/Research Project	40
VIII	-	20	Capstone/Research Project	
Total		160		160

Programme Learning Outcomes (PLO)

Bachelor of Commerce (B.Com.) – Retail Operations
Apprenticeship Embedded Degree Programme (AEDP)
Duration: 4 Years | Total Credits: 160

Upon successful completion of the B.Com. in Retail Operations (AEDP), graduates will be able to:

1. Demonstrate comprehensive knowledge of retail operations, customer service, merchandising, supply chain management, and retail entrepreneurship, applying principles and practices across traditional and modern retail formats.
2. Apply professional skills in sales, inventory management, cashiering, team management, and financial accounting, using industry-relevant tools, technologies, and performance metrics to achieve business objectives.
3. Analyze retail business performance using retail math, key performance indicators (KPIs), and productivity measures, and recommend strategies for improvement in operational efficiency and profitability.
4. Develop, implement, and evaluate retail business strategies, including customer relationship management, loyalty programs, e-commerce integration, and omni-channel retailing, to enhance customer satisfaction and retention.
5. Communicate effectively and work collaboratively in retail team settings, demonstrating leadership, interpersonal skills, and the ability to resolve customer and operational issues ethically and professionally.
6. Integrate sustainability, ethics, and corporate social responsibility principles in retail operations, logistics, supply chain management, and entrepreneurship, ensuring socially responsible and environmentally conscious business practices.
7. Engage in hands-on learning through structured apprenticeships, applying classroom knowledge in real-world retail environments to build professional competence and industry readiness.
8. Design, execute, and present capstone projects or research work, synthesizing learning from multiple disciplines to address practical problems, propose innovations, or explore emerging trends in retail.

9. Demonstrate lifelong learning, adaptability, and entrepreneurial thinking, staying responsive to technological advancements, market dynamics, and evolving consumer preferences in the retail sector.

SEMESTER-I

Semester	Type of Course	Credits	Course Title
Semester I	MJC-1	6	Introduction to Retail Operations
	MIC-1	3	In Store Cashiering and Merchandising Operations
	MDC-1	3	Ancient Trade and Principles of Chanakya's Management
	SEC-1	3	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar
	AEC-1	2	
	VAC-1	3	

Paper 1.1: Introduction to Retail Operations

Sr. No.	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
Sr. No.	**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 organization under all sub-sectors of retail, different departments in retail store and their functions, different roles in store and their roles and responsibilities, Retail Supply Chain, Introduction to store operations: store opening process, post store opening process, day end activities, roles and responsibilities of staff during opening-during the day-day end/ closing, product categories: important product categories(food, apparel & general merchandise), business impact of product categories, Goods receipt and storage process: Receiving goods at the store, unloading, material inward process, storage process, processes to minimizing loss of stock quality and quantity.
Unit II	**Servicing at Cash Point/ POS (Point of Sale)**

	Cash Points/POS- Purpose of POS- Cash points POS set up-Counterfeit payments- Different types of credit and debit cards that are accepted in the stores - Process of handling credit and debit card transactions -Process of handling other cash equivalents, discounts, refunds, fractions and currency conversions - Procedure of authorizing payments -Cash point security procedures - Process of resolving the problems that can occur in routine cash point operations and transactions - Procedures of handling customers and complaints at the POS. Meaning of age restricted products - Policies and procedures to be followed while selling age restricted products - Policies and procedures for refusing sale of age-restricted products- Documents that can be accepted as proof of age -Impact of not collecting prescribed proof of age - Impact of selling age restricted products to under-aged customer
Unit-III	**Maintaining Store Security**
	The various types of security risks at the store - Identify and report the security risks to the concerned higher authorities - appropriate methods to handle the security risks that fall within the purview of self-authority - the impact of not following statutory guidelines with respect to store safety and security. Types of security risk that can arise in your workplace -the authority and responsibility while dealing with security risks, including legal rights and duties - the approved procedure and techniques for protecting personal safety when security risks arise. Electronic Article Surveillance Systems (EAS) other security and safety equipment used in the store – such as soft tags, hard tags, RFID along with its uses and applications.
Suggested Readings: 1.Retail Trainee Associate by RASCI publication 2.Retail Cashier RASCI publication 3.Retail Management – Functional Principles & Practices 5th edition by Dr Gibson Vedamani Published by Pearson 4.K.V.S. Madaan, (2009) Fundamental of Retailing, Tata MC Graw Hill. 5.Michael Levy, Barton Weitz, Ajay Pandit (2017) Retailing Management, Tata McGraw Hill	

Paper 1.2: In Store Cashiering & Merchandising Operations

Sr. No.	Course Objectives
	• 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
Sr. No.	**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	**Unit-I Preparing Products for Sale & Customer Assistance**
	Different Store layouts - Grid, Angular, Racetrack, Free Flow etc., Fixtures Used in Preparing Products for Sale -Maintenance and Usage of Fixtures - Planogram - Putting Products for Sale - Putting Products Together for Sale, Customer Assistance: Qualities Required of a Customer Associate and Various Customer Styles, concepts and principles of visual merchandising, applications of visual merchandising in increasing sale and profits, Customer Complaint Handling Process - Modes and Sources of Customer Complaints, Promoting Loyalty Memberships: Loyalty Scheme Basics - Building Loyalty Memberships.
Unit II	**Processing Customer Orders and Exchanges**
	Procedures of processing customer orders - Identify and resolve problems while processing customer orders - - the importance of protecting confidentiality of the customer information - - procedures for validating customer credit limits - Process part exchange of goods/ products for the customers. Processing Part Exchange Sale Transactions: Need for a Customer to Part Exchange the Products Need for a customer to part exchange the products- Terms and conditions of sale for items that the store exchanges -Process of checking ownership of the items produced for part exchange Consequences of not checking the ownership of the items.
Unit-III	**Processing Customer Payments and Goods Return**
	Procedures for processing cash and credit transactions - the impact of statutory guidelines and obligations of a retailer in relation to credits - Resolve customer concerns related to pricing of products - the procedures to accept and record the product/ goods returned by the customers. The need to process cash and credit transactions - the risks to the company of offering credit to customers - company guidelines for setting customer credit limits - the process of checking customer accounts effectively - the process to identify overdue payments and customers who have gone over their credit limits. The reasons customers might have for returning goods - the need to process returned goods - the policies and procedures for replacements and refunds, including proof of purchase - authority of the cashier to agree to replacements and refunds - the charges that apply to the customers if company is not at fault - the steps involved in processing returns of goods - the process to find the replacement goods.

Suggested Readings:

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

Paper 1.3: Ancient Trade and Principles of Chanakya's Management

Sr. No.	Course Objectives
	• To enable the familiarize with the practices followed in trade and education systems during the ancient times • To familiarize the learners with the concepts of Chanakya's management principles
Sr. No.	**Course Outcomes**
	• The learner will be able to explain the practices followed in ancient Indian trade • The learner will be able to Summarise the Chanakya's principles of management
Unit 1	**Indian Ethos in Ancient Times**
	Indian Ethos: Meaning, Features, Need & History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages. Modern System of Learning: Meanings, Features, Advantages, Disadvantages, Personal growth and Lessons from Ancient Indian Education System, Personality Development- Meaning, Determinants, Indian Ethos and Personality Development
Unit II	**Principles of Chanakya's Management**
	Chanakya- Strategist, Philosopher, Economics, Ethics and values laid down by Chanakya. Chanakya's Concept of Leadership: Qualities of a leader, functions and role of a leader, motivation and communication, what a leader should not do, Identifying Potential Leaders, Decision Making, Advice to entrepreneurs, Turning Managers into leaders. Employee Management: Recruitment Process, Training guidelines by Chanakya, Teamwork Management, Safety and Security, Selecting Right Managers. Organisational Planning, Time Management, Disaster Management, A concept of stable organization, Managing Multiple Project Seven Pillars of Business, Power Management at workplace, Art of punishment, Three Aspects of success.

Suggested Readings:

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

Skill Enhancement Courses (SEC)

SEMESTER-1 (SEC-1)

Science	Social Sciences/Arts	Commerce
• Advanced Spreadsheet Tools • Basic IT Tools • Creative Writing • Communication in Everyday Life	• Advanced Spreadsheet Tools • Public Speaking in English Language & Leadership • Creative Writing • Communication in Everyday Life	• Advanced Spreadsheet Tools • Digital Marketing • Creative Writing • Communication in Everyday Life

Ability Enhancement Courses (AEC)

SEMESTER-1 (AEC-1)

Science	Social Sciences/Arts	Commerce
Modern Indian Language (MIL)	Modern Indian Language (MIL)	Modern Indian Language (MIL)

Value Added Courses (VAC)

SEMESTER-1 (VAC-1)

Science	Social Sciences/Arts	Commerce

• Ayurveda & Nutrition • Financial Literacy • Ethic & Culture • Art of Being happy • Swachh Bharat • Fit India • Pancha kosha: Holistic Development of Personality • Culture & Communication	• Gandhi & Education • Sports for Life • Ethic & Culture • Art of Being happy • Swachh Bharat • Fit India • Pancha kosha: Holistic Development of Personality • भारतीय भक्ति परंपरा और मानव मूल्य	• Digital Empowerment • Sports for Life • Ethic & Culture • Art of Being happy • Swachh Bharat • Fit India • Pancha kosha: Holistic Development of Personality • Culture & Communication

SEMESTER-II

Semester	Type of Course	Credits	Course Title
Semester II	MJC-2	6	Customer Relationship Management
	MIC-2	3	Introduction to FMCG/FMCD Sales & Distribution
	MDC-2	3	Customer Loyalty and Retention
	SEC-2	3	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar
	AEC-2	2	
	VAC-2	3	

Paper 2.1: Customer Relationship Management

Sr. No.	Course Objectives
	• 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
Sr. No.	**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 II	**Introduction to CRM**
	Characteristics of customer touch points at the retail store and their significance wrt Sales and Customer Service, customer need identification process, process for identifying buying behaviour, benefits of Customer Relationship Management (CRM) and its implication on providing solutions to the customers and Business, Components of CRM, Role of CRM in marketing and sales, Principles of CRM, Customer Relationship Management Strategies, Impact of CRM

	on business revenues
Unit-III	**Elements of CRM**
	Elements of customer service management: Types of customers, complaint handling & resolution, delivery of reliable service, process for continuous customer service improvement, significance of teamwork in meeting the expectations of customers, CRM systems and their uses.
Unit-IV	**Customer Services**
	Processes and practices of customer engagement, providing customer service in B2C and B2B retail environment, how to handle customer service concerns, best practices followed in resolving customer complaints, decision-making processes in addressing customer service problem, addressing customer grievances, Customer Redressal System & strategies

Suggested Readings:

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

Paper 2.2: Introduction to FMCG/FMCD Sales & Distribution

Sr. No.	Course Objectives
	• To equip with the knowledge, skills, and strategic mindset required to effectively manage territories and drive sales within the diverse and dynamic Indian FMCG/FMCD market
Sr. No.	**Course Outcomes**
	• Learners will be able to demonstrate the ability to strategically analyze the Indian FMCG/FMCD market, effectively plan and manage territories, optimize distribution channels, forecast sales accurately, and adapt to the evolving dynamics of the industry.
Unit 1	**FMCG & FMCD Distribution**
	Introduction to the Indian consumer market: diversity, preferences, and behaviours, Market trends and growth opportunities in various FMCG/FMCD sectors, Regulatory framework governing FMCG/FMCD sales and distribution in India, Impact of government policies, taxation, and trade regulations on the industry. Product categories in FMCG / FMCD, supply chain system in FMCG /FMCD (Manufacturer, Transportation system, Storage, Distribution & retailing and post-sale services) , Overview of distribution channel structures in India: direct, indirect, and hybrid. Selection and evaluation of distribution partners: distributors, wholesalers, retailers. Negotiating and managing agreements with channel partners, including terms and incentives. Addressing channel conflicts such as price undercutting, territory overlaps, and brand dilution. Leveraging technology for efficient channel

	management and inventory control.
Unit II	**Territory Planning and Distribution System Mapping**
	Principles of territory management and its importance in sales strategy, Techniques for defining and segmenting territories in the Indian context. Utilizing market research, data analytics, and GIS tools for territory mapping. Developing territory plans aligned with company objectives and market dynamics. Strategies for efficient route planning, covering urban and rural areas effectively. Roles & responsibilities of stakeholders in FMCG distribution system, importance of influencing people through personal effectiveness, best practices followed in distributor and retailer relationship management.
Unit-III	**Sales Forecasting and Performance Evaluation**
	Understanding demand patterns and seasonality in the Indian market. Methods for sales forecasting: qualitative, quantitative, and hybrid approaches. Setting realistic sales targets and quotas based on territory potential and historical data. Roles and responsibilities of a FMCG salesperson (Territory, day to day planning, route & beat plans, target achievement, outlet categories, productivity metrics, merchandising & branding, stock management, order booking), objection handling and negotiation with retailers, process of effective sales calls. Monitoring and analyzing key performance indicators (KPIs) such as sales volume, market share, and distribution coverage. Performance evaluation techniques, including variance analysis and sales force effectiveness metrics.
Suggested Readings: 1. Distributor Salesman – RASCI Courseware 2. Sales and Distribution Management in the Indian Context by Pingali Venugopal	

Paper 2.3: Customer Loyalty and Retention

Sr. No.	Course Objectives
	• To understand key concepts related to marketing, customer behavior, and relationship management impacting customer loyalty and retention • To provide practical insights and recommendations for enhancing customer loyalty and retention, ultimately contributing to the long-term success of the chosen business or organization.
Sr. No.	**Course Outcomes**
	• The learners will be able to explain the impact of marketing, customer behaviour and relationship management on customer retention and loyalty. • The learners will be able to analyze and improve customer loyalty and retention strategies for a chosen business, focusing on enhancing customer satisfaction, engagement, and long-term relationships.
Unit 1	**Introduction to Customer Loyalty and Retention**
	Definition of customer loyalty and retention, Customer Lifetime Value (CLV): concept of CLV, impact of CLV on profits, Customer Segmentation: need for division of customers based on demographics, behavior, needs, or preferences to devise loyalty and retention strategies, Customer Satisfaction and Loyalty Models: SERVQUAL model or the Kano model, Customer Journey Mapping: correlation between touchpoints and interactions a customer has with a

	business throughout their lifecycle, loyalty & retention
Unit II	**Customer Retention Strategies and Tactics**
	loyalty programs, personalized communication, superior customer service, and post-purchase engagement, Net Promoter Score (NPS): NPS methods NPS and its significance in assessing and improving customer loyalty, Customer Feedback and Listening: gathering, analyzing, and acting upon customer feedback, ethical considerations in customer relationships, such as privacy, transparency, fairness, and trust-building and their impact on retention
Unit-III	**Practical**
	Analyze and improve customer loyalty and retention strategies for a chosen business, focusing on enhancing customer satisfaction, engagement, and long-term relationships by carrying out: Background Research; Customer Data Analysis; Customer Feedback Collection; Competitor Analysis; Strategy Development; Implementation Plan; Testing and Optimization; Measurement and Evaluation; Communication and Engagement; Documentation and Reporting

Suggested Readings:

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

Skill Enhancement Courses (SEC)

SEMESTER-2 (SEC-2)

Science	Social Sciences/Arts	Commerce
• Big Data Analysis • Beginners Course to Calligraphy • Introduction to Cloud Computing (AWS) • Personality Development & Communication	• Big Data Analysis • Beginners Course to Calligraphy • Personality Development & Communication • पटकथा लेखन	• Big Data Analysis • Beginners Course to Calligraphy • Business Communication • Personality Development & Communication

Ability Enhancement Courses (AEC)

SEMESTER-2 (AEC-2)

Science	Social Sciences/Arts	Commerce
Environmental Science	Environmental Science	Environmental Science

Value Added Courses (VAC)

SEMESTER-2 (VAC-2)

Science	Social Sciences/Arts	Commerce
• Vedic Mathematics • Emotional Intelligence • Yoga Philosophy & Practice • Ethics & Values in Ancient Indian Tradition • Constitutional Values & Fundamental Duties • Social & Emotional Learning • Ecology & Literature	• Vedic Mathematics • Emotional Intelligence • Yoga Philosophy & Practice • Ethics & Values in Ancient Indian Tradition • Constitutional Values & Fundamental Duties • Social & Emotional Learning • सृजनात्मक लेखन के आयाम	• Vedic Mathematics • Emotional Intelligence • Yoga Philosophy & Practice • Ethics & Values in Ancient Indian Tradition • Constitutional Values & Fundamental Duties • Social & Emotional Learning • Ecology & Literature

SEMESTER-III

Semester	Type of Course	Credits	Course Title
Semester III	MJC-3	5	Retail Sales Management
	MJC-4	4	E-Commerce & Omni Channel Retailing
	MIC-3	3	Fundamentals of Financial & Cost Accounting
	MDC-3	3	Strategic Productivity Management
	SEC-3	3	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar
	AEC-3	2	

Paper 3.1: Retail Sales Management

Sr. No.	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
Sr. No.	**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 1	**Introduction to Retail Sales Management and Consumer Behaviour**
	Introduction to Retail Sales Management: Types of retail formats (e.g., department stores, specialty stores, e-commerce), Global retail trends and market size Importance of sales management in retail: Role of sales in revenue generation and customer satisfaction, Impact of effective sales management on overall retail performance, Evolution of retail sales: Historical development of retail sales practices, Emergence of modern retail concepts and strategies, Trends and challenges in retail sales management: Technological advancements and their impact on retail sales, Changing consumer preferences and shopping behaviors, Competition in the retail industry and strategies for differentiation. Understanding Consumer Behavior: Consumer psychology and buying behavior, psychological factors influencing consumer decisions (e.g., motivation, perception, attitudes), Social and cultural influences on consumer behavior, Factors influencing consumer purchasing decisions: Economic factors (e.g., income, price sensitivity), Personal factors (e.g., lifestyle, personality), Situational factors (e.g., time constraints, urgency), Segmentation, targeting, and positioning in retail sales: Market segmentation strategies based on demographic, psychographic, and behavioral factors, Target market selection and identification of consumer segments: Positioning strategies to differentiate products and attract target consumers
Unit II	**Sales Planning and Strategy**
	Setting sales objectives and targets - SMART (Specific, Measurable, Achievable,

	Relevant, Time- bound) objectives, establishing realistic sales targets based on market analysis and business goals. Sales forecasting techniques - Time-series analysis, Regression analysis, Qualitative methods (e.g., expert opinion, market research) Developing sales strategies for different retail formats - Tailoring sales strategies for brick-and- mortar stores, online retail, and omnichannel environments, Promotional strategies (e.g., discounts, loyalty programs) to drive sales and customer engagement.
Unit-III	**Sales Techniques and Skills**
	Personal selling techniques -Building rapport with customers, needs assessment and solution selling, handling objections, and closing sales, Customer Buying Cycle Vs Retail Sales Cycle. Effective communication in sales - Verbal communication skills (e.g., active listening, persuasive language), Non-verbal communication cues (e.g., body language, facial expressions), Written communication skills for email correspondence, proposals, etc. Negotiation and persuasion skills - Principled negotiation techniques, overcoming resistance and objections: types of 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

Suggested Readings:

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

Paper 3.2: E-Commerce & Omni Channel Retailing

Sr. No.	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.
Sr. No.	**Course Outcomes**
	• 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 retiling in India and cross border trade **Introduction to E-commerce & Omni Channel Retailing** **Understanding Omni Channel Retailing:** Definition and Evolution, Importance in Modern Retail Key Concepts and Components, **Consumer Behaviour in Omni Channel Retailing:** Shifting Consumer Expectations, Omnichannel Shopping Journeys, Impact of Technology on Consumer Behaviour. **Benefits and Challenges of Omni Channel Retailing:** Advantages for Retailers and Consumers Operational Challenges and Solutions, Case Studies of Successful Omni Channel Strategies
Unit II	**Technology and Infrastructure**
	Digital Platforms and Integration: E-commerce Platforms, Mobile Apps and Responsive Websites, CRM Systems and Data Integration **Inventory Management Systems:** Centralized vs. Decentralized Inventory, Order Fulfilment Processes, Inventory Optimization Techniques **Payment and Security Systems:** Secure Payment Gateways, Fraud Detection and Prevention, Compliance with Payment Regulations.
Unit-III	**Marketing and Customer Engagement**
	Omni Channel Marketing Strategies: Personalization Techniques, Content Marketing Across Channels, Social Media Integration **Customer Relationship Management (CRM):** Building Customer Profiles, Loyalty Programs and Rewards, Retargeting and Remarketing Strategies **Customer Service and Support:** Multi-channel Customer Service, Chatbots and AI in Customer Support, Handling Returns and Exchanges.
Unit-IV	**Data Analytics and Insights**
	Data Collection and Analysis: Omni Channel Data Sources, Data Analytics Tools and Techniques, Predictive Analytics for Retail **Customer Insights and Segmentation:** Customer Journey Mapping, Segmentation Strategies, Behavioural Analytics **Performance Measurement and KPIs:** Key Performance Indicators (KPIs) in Omni Channel Retailing, Dashboards and Reporting Tools, Continuous Improvement Processes.
Unit-V	**Future Trends and Innovations**
	Introduction to Emerging Technologies in Retail: AI and Machine Learning Applications, Augmented Reality (AR) and Virtual Reality (VR) in Retail, Internet of

	Things (IoT) in Retail Operations **Globalization and Cross-border Retailing:** Cross-border E-commerce Trends, Localization Strategies, Regulatory and Legal Considerations
Suggested Readings: 1. Omni-Channel Retailing: The Complete Guide to Effective Omnichannel Retailing" by Tim Peter and Jennifer Kubal 2. Omni-Channel Retailing: How to Build Winning Stores in a Digital World" by Chris Adkins and Holger Schmidt 3. Retail Management: A Strategic Approach" by Swapna Pradhan 4. E-tailing" by Ashok Kumar Gupta	

Paper 3.3: Fundamentals of Financial & Cost Accounting

Sr. No.	Course Objectives
	• To understand the basic concept of accounting practices in an organization. • To recognize the role of cost accountancy and cost management. • To describe the common practices of accounting in a department of a business organisation
Sr. No.	**Course Outcomes**
	• The learners will be able to understand basic accounting practices followed in business environment. • The learners will be able to classify cost accountancy and cost management. • The learner will be able to perform basic accounting practices.
Unit 1	**Introduction to Financial Accounting**
	Basic accounting practices in retail organisations – meaning, definition, objectives, scope, basic, terms, accounting principles in retail business, branches of accounting. uses & limitations of Accounting, Concepts & Conventions, Statements of Final Accounts – Meaning, need & objectives, types of Trading Account – Meaning & need, Profit & loss Account – meaning & Need, Balance Sheet- Meaning &need. Meaning of final accounts with adjustment entry, Impact of profit & loss account and balance sheet on business goals of the organisation, markup & mark down practices in retail, impact of mark up and mark down on financial accounting & profits.
Unit II	**Accounting Practices**
	Common practices of accounting in a department of a business organisation, Departmental accounting and role of Accountants, Basis of Allocation of Expenses and Incomes / Receipts, Inter Departmental Transfer: At Cost Price and Invoice Price, Stock Reserve, Departmental Trading and Profit and Loss Account and Balance Sheet
Unit-III	**Cost Accounting**
	Role of cost accountancy and cost management in retail storeoperations, Definitions: Cost, Costing and Cost Accounting, Classification of Cost on different bases, cost Allocation and Apportionment, Cost management, Cost control
Suggested Readings:	

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

Paper 3.4: Strategic Productivity Management

Sr. No.	Course Objectives
	• To understand Retail Math and performance analysis methods to determine business performance of the store and suggest improvements measures. • To acquire work planning, time management skills including lateral thinking ability to stay productive at workplace.
Sr. No.	**Course Outcomes**
	• The learners will be able to apply analytical skills and recommend measures to improve store performance • The Learners will be able to apply time management skills and lateral thinking to stay productive at workplace.
Unit 1	**Retail Math and Performance Analysis**
	Definition of - GMROL / GMROF / GMROI (gross margin return on Labour / gross margin return on selling feet / gross margin on inventory), merchandise intensity & service intensity, conversion rate, average transaction & items per invoice, application of GMROL / GMROF / GMROI to improve the sales in a store, KPIs to monitor and measure store performance, methods and policies to collect KPI data, techniques used to analyse and draw conclusions from data, formats for reporting data analysis. Analytical and statistical techniques to analyse the curated data and determine the below: customer behaviour and insights, Store business performance, Trends of data, Impact of internal and external factors on business, Use the findings to prepare a SWOT report and provide recommendations for improvement.
Unit II	**Work Planning and Time Management**
	Concept of Work planning, Planning & Organizing Tools & Practices, work 'Priority Matrix', concept of procrastination and reasons for the same, find out your work leisure quotient – Psychometric test, Art of Delegation, of saying professional 'No', time log sheet and its uses
Unit-III	**Lateral Thinking**
	Overview of Lateral Thinking: Definition and principles of lateral thinking, Contrasting lateral thinking with vertical thinking, Importance of lateral thinking in problem-solving and creativity Applying Lateral Thinking in Problem-Solving: The role of perception in problem-solving, Identifying and reframing problem statements, Creative Idea Generation, Brainstorming techniques for generating creative ideas, encouraging divergent thinking and exploring unconventional solutions. Overcoming Mental Blocks: Identifying and challenging common assumptions Techniques for breaking free from mental models and cognitive biases Creative Problem Exploration, exploring multiple perspectives and viewpoints Leveraging analogies, metaphors, and lateral connections. Practical Applications of Lateral Thinking - Case Studies- Analysis of real-world examples where lateral thinking led to innovative solutions, Discussion on the application of lateral thinking in various fields (business, science, arts, etc.), Group

	activities or scenarios where participants apply lateral thinking techniques to solve complex problems. Feedback and reflection on the effectiveness of lateral thinking approaches

Suggested Readings:

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

Skill Enhancement Courses (SEC)

SEMESTER-3 (SEC-3)

Science	Social Sciences/Arts	Commerce
• Prospecting E-waste for sustainability • Visual Communication & Photography • Graphic Design & Animation • Statistical Software Package • Communication in Professional Life	• Personal Financial Planning • Visual Communication & Photography • Statistical Software Package • Communication in Professional Life • रचनात्मक लेखन • रंगमंच	• Prospecting E-waste for sustainability • Sustainable Ecotourism & Entrepreneurship • Visual Communication & Photography • Statistical Software Package • Communication in Professional Life

Ability Enhancement Courses (AEC)

SEMESTER-3 (AEC-3)

Science	Social Sciences/Arts	Commerce
Course on Disaster Risk Management	Course on Disaster Risk Management	Course on Disaster Risk Management

SEMESTER-IV

Semester	Type of Course	Credits	Course Title
Semester IV	MJC-5	5	Retail Team Management
	MJC-6	5	Inventory and Budget Management
	MJC-7	5	Retail Entrepreneurship
	MIC-4	3	Logistics and Supply Chain Management
	AEC-4	2	To be chosen from the basket of courses as per the approved ordinance & regulation for Universities in Bihar

Paper 4.1: Retail Team Management

Sr. No.	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.
Sr. No.	**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 II	**Sales Team Performance Management**

	Introduction to Retail Store Sales Team Performance Management: Importance of effective sales team performance management in retail, impact of sales team performance on overall store success, Introduction to key concepts and principles of sales team performance management, Definition of performance management in the context of retail sales teams, role of key performance indicators (KPIs) for measuring sales team performance. **Setting Sales Team Goals and Objectives:** role of goal setting in sales team performance management, Importance of goal alignment with organizational objectives, SMART (Specific, Measurable, Achievable, Relevant, Time-bound) framework for goal setting, Methods for setting SMART sales goals and objectives, identifying specific sales targets for individuals and teams, Establishing measurable mics to track progress towards sales goals, Techniques for aligning individual and team goals with organizational objectives, Ensuring clarity and transparency in goal communication, Creating a culture of accountability and ownership among sales team members.
Unit-III	**Sales Team Training and Development:**
	Identifying training needs and designing sales training programs, conducting training needs assessments to identify skill gaps, designing tailored training programs to address identified needs, Methods for delivering effective sales training. Classroom training: Structured sessions led by trainers covering sales techniques, product knowledge, and customer service skills, On-the-job training: Coaching and mentoring by experienced sales team members, Role-playing exercises: Simulated sales scenarios to practice and reinforce skills, Strategies for ongoing sales team development and skill enhancement. Providing continuous learning opportunities through workshops, seminars, and online training resources Encouraging self-directed learning and skill acquisition through individual development plans.
Unit-IV	**Team Performance Review**
	Introduction to performance evaluation techniques for sales teams: Purpose of performance evaluations in identifying strengths, weaknesses, and areas for improvement, Types of performance evaluation methods (e.g., self-assessment, peer assessment, manager assessment) Methods for conducting performance reviews and providing constructive feedback: Establishing clear evaluation criteria aligned with sales goals and objectives, conducting structured performance review meetings to discuss performance metrics and provide feedback Importance of regular performance feedback in driving sales team improvement: Creating a culture of continuous feedback and open communication, Recognizing and rewarding high performers while addressing performance issues promptly and constructively.

Suggested Readings:

1. Retailing Management: Principles and Practices by Gibson G. Vedamani (Recommended)
2. Sales Management: Decisions, Strategies and Cases by P. M. A. Kumar
3. Retail Management: Text and Cases by Swapna Pradhan
4. Sales Management: Concepts, Practice and Cases" by T. N. Ramanathan and Tapan K. Panda
5. Retail Manager's Handbook – Andra Wheeler
6. The Art of Luxury Selling: How to Engage Sales Teams to Establish a

Culture of Service Excellence - Peter Aristodemou
7. Retail Team Leader – RASCI Course Material
8. Retail Department Manager – RASCI Course Material
9. Retail Store Manager – RASCI Course Material

Paper 4.2: Inventory and Budget Management

Sr. No.	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.
Sr. No.	**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 1	**Inventory Management**
	Importance and objectives of Inventory Management in Retail, Overview of Inventory Costs and Their Impact on Profitability, Methods of Inventory Planning: ABC Analysis, EOQ, JIT, Forecasting Techniques for Demand Prediction, Seasonal Variation and its Impact on Inventory Planning, Inventory Control Techniques: Setting Reorder Points and Safety Stock Levels, Economic Order Quantity (EOQ) Calculation and Implementation, Just-in-Time (JIT) Inventory Management and its Benefits. Inventory Classification and Categorization: ABC Analysis: Classification of Inventory Items based on Value and Frequency of Sales, Inventory Segmentation: Differentiating Inventory based on Characteristics such as Perishability and Seasonality, Product Life Cycle Management and its Impact on Inventory Classification. Inventory Reconciliation and Auditing: Regular Physical Inventory Counts and Cycle Counting Techniques, Inventory Reconciliation Processes Importance of Accuracy in Inventory Records.
Unit II	**Inventory Optimization Strategies**
	Inventory Turnover Ratio and its Significance: Strategies to Reduce Excess Inventory and Dead Stock, Vendor Managed Inventory (VMI) and Consignment Inventory, Inventory Loss Prevention: Causes of Inventory Shrinkage and Losses: Implementing Inventory Security Measures, Training Staff on Inventory Control and Theft Prevention, Week 9: Technology Solutions for Inventory Management: Barcoding and RFID Technology in Inventory Tracking, Benefits of Real-time Inventory Tracking

	Systems, Cloud-based Inventory Management Software.
Unit-III	**Managing Retail Store Budgets**
	Introduction to Retail Store Budget Management: Overview and importance of budget management in retail operations, role of budgeting in achieving financial goals and objectives, key budgeting terminology and concepts in retail. **Understanding Financial Statements:** interpreting income statements (profit and loss statements) in retail, revenue, cost of goods sold (COGS), and operating expenses, balance sheets in retail: assets, liabilities, and equity, cash flow statements in retail, cash inflows, outflows, and net cash flow. **Budget Planning and Preparation:** Techniques for forecasting sales in retail stores, Historical data analysis, market trends, and seasonality factors, Identifying expense categories for budgeting- Fixed expenses (e.g., rent, utilities), variable expenses (e.g., payroll, inventory), and discretionary expenses (e.g., marketing, promotions), Creating a sales budget - setting sales

Suggested Readings:

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

Paper 4.3: Retail Entrepreneurship

Sr. No.	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.
Sr. No.	**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 1	**Foundations of Entrepreneurship Development**
	Entrepreneurship: Concept and Need of Entrepreneur ship Development, Definition of Entrepreneur, Importance of entrepreneurship in the economy, significance of

	growth of entrepreneurial activities, Key traits, and characteristics of successful entrepreneurs Differences between entrepreneurs and employees. (Case study Mr Kishore Biyani: future group; Mr. Radhakrishna Damani: DMart Theories of Entrepreneurship: Innovation Theory by Schumpeter &Imitating Theory, of High Achievement by McClelland X-Efficiency Theory by Leibenstein External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economic, Personal, Role of Entrepreneurial culture in Entrepreneurship Development, Role of entrepreneurs in innovation and job creation Case Study.
Unit II	**Types & Classification of Retail Entrepreneurs**
	Classification based on Business Model: Independent retailers, Franchisees, Online retail entrepreneurs, Brick-and-mortar store owners. Classification based on Product Focus: Specialty retailers, Convenience store owners, E- commerce niche entrepreneurs, multi-category retailers Classification based on Scale: Small-scale local retailers, Regional retail chains, National retail brands Women Entrepreneurs – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group (Kiran Mazumdar, Falguni Nair) Social entrepreneurship–concept, development of Social, entrepreneurship in India. Importance and Social responsibility of NGO's. (Case study Sumita Ghose: Rangasutra; Ajaita Shah Frontier Markets)
Unit-III	**Business Plan**
	Identifying Business Opportunities: Market research and analysis, Identifying niche markets and target customers, SWOT analysis for retail business Legal and Regulatory Framework: Business registration and licenses in India, Understanding GST (Goods and Services Tax), Employment laws and regulations Business Plan Development: Components of a retail business plan, Setting goals and objectives, financial projections, and budgeting. Financial Management: Basics of accounting for retail businesses, Cash flow management, Pricing strategies and profit margins Funding Options for Retail Ventures: Bootstrapping vs. seeking external funding, Bank loans, government schemes, and other sources of financing, Pitching to investors
Unit-IV	**Marketing and Operations**
	Marketing Strategies for Retail: a marketing plan, Digital marketing techniques for retail, Customer segmentation and targeting. Customer Relationship Management (CRM): Importance of customer satisfaction, Building customer loyalty programs, Handling customer complaints and feedback Branding and Promotions: Brand building strategies for retail businesses, Promotional campaigns and events, public relations for retail entrepreneurs. Managing Operations: Training for staff on service excellence and selling techniques, inventory control, supplier selection, managing stock levels, benefits of technology integration, leveraging e-Commerce. Evaluating Performance and Continuous Improvement: Key performance indicators (KPIs) for retail businesses, Monitoring and evaluating business performance, implementing changes for continuous improvement targets, incorporating sales forecasts, and considering factors affecting sales performance, Developing an expense budget - Allocating resources to various expense categories based on historical data and projected needs

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

Suggested Readings:

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

Paper 4.4: Logistics and Supply Chain Management

Sr. No.	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.
Sr. No.	**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 1	**Introduction to Supply Chain Management**
	Concept of Supply Chain Management - Objectives of Retail Supply Chain – Evolution of Supply Chain Management – Issues involved in developing the Supply Chain Management – Supply Chain Integration. Integrated Supply Chain Management: Vendor Management – Value Chain - Innovations in Supply Chain Management: Collaborative Planning Forecasting and Replenishment – Cross Docking.
Unit II	**Retail Supply Chain and Transportation Logistics**

	Retail supply chain network design principles: Factors influencing facility location decisions in retail (proximity to markets, transportation infrastructure, labor availability, etc.) Inventory management strategies in retail: ABC analysis, Economic Order Quantity (EOQ) Just-in-Time (JIT) inventory, Vendor-managed inventory (VMI) and Collaborative Planning, Forecasting, and Replenishment (CPFR) in retail. Modes of transportation in retail logistics: Road transport, Rail transport, Air transport Sea transport, Carrier selection criteria and management strategies Last-mile delivery challenges and solutions: Delivery route optimization, Urban logistics solutions (e.g., micro-fulfillment centers), Transportation cost management techniques and optimization strategies
Unit-III	**Warehousing and Distribution in Retail**
	Types and functions of warehouses in retail: Distribution centers, Fulfillment centers, Cross- docking facilities, Warehouse layout and design considerations for retail operations Warehouse operations: Receiving and put-away, Order picking and packing, Shipping and dispatch. Warehouse automation technologies: Automated storage and retrieval systems (AS/RS) Robotics and automated guided vehicles (AGVs).
Unit IV	**Technology and Green Logistics in Retail**
	Role of information technology in retail logistics: Warehouse Management Systems (WMS) Transportation Management Systems (TMS), Enterprise Resource Planning (ERP) systems RFID and barcode technologies in retail logistics, Internet of Things (IoT) applications in retail logistics, Emerging technologies in retail logistics: Artificial Intelligence (AI) for demand forecasting and route optimization, Blockchain for supply chain transparency and traceability. Environmental sustainability considerations in retail logistics: Green transportation initiatives Sustainable packaging solutions, Ethical issues in supply chain management: Fair labor practices, Ethical sourcing, Responsible disposal of waste and returns, Corporate Social Responsibility (CSR) initiatives in retail logistics

Suggested Readings:

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

Ability Enhancement Courses (AEC)

SEMESTER-4 (AEC-4)

Science	Social Sciences/Arts	Commerce
Courses on NCC/NSS/NGO's/Social Service/Scout & Guide/Sports	Courses on NCC/NSS/NGO's/Social Service/Scout & Guide/Sports	Courses on NCC/NSS/NGO's/Social Service/Scout & Guide/Sports

SEMESTER-V, VI, VII, VIII

Semester	Type of Course	Credits	Course Title
Semester V	-	20	Apprenticeship
Semester VI	-	20	Apprenticeship
Semester VII	-	20	Capstone/Research Project
Semester VIII	-	20	Capstone/Research Project