



**Shiv Chhatrapati Shikshan Sanstha's**

**Rajarshi Shahu Mahavidyalaya (Autonomous),**

**Latur**

**Department of Commerce**

**B. Voc. in Retail Management  
and IT**

**B. Voc. III Year**

**(Semester V)**

**Course Curriculum**

**(w.e.f. June 2022)**



## 1. Approval of syllabus B. Voc. III year

(As per the guidelines given by Sector Skill Council –Retailers association of India.)

### **B. Voc. III Year (RM) Semester V**

- Human Resource Management -I
- Strategic Management-I
- Entrepreneurship Development - I
- Business Ethics and Corporate Responsibility - I
- Customer Service Management – I
- Retail Personnel Management – I
- Laboratory Work - Customer Service Management – I
- Laboratory Work –Retail Personnel Management – I
- Laboratory Work –Retail Business Regulatory framework – I
- Project/Industrial visit

### **B. Voc. III Year (RM) Semester VI**

- Human Resource Management -II
- Strategic Management-II
- Entrepreneurship Development - II
- Business Ethics and Corporate Responsibility - II
- Customer Service Management – II
- Retail Personnel Management – II
- Laboratory Work - Customer Service Management – II
- Laboratory Work –Retail Personnel Management – II
- Laboratory Work –Retail Business Regulatory framework – II
- Project/Industrial visit

**Rajarshi Shahu Mahavidyalaya (Autonomous), Latur**  
**Faculty of Commerce**  
**B. Voc. in Retail Management and IT**  
**B. Voc. III Year (Sem. V)**  
**Retail Entrepreneurship-I(w.e.f. June 2022)**

**No. of Periods per Week: 05**  
**Course Code: U-REE-**

**Marks: 100**  
**Credits: 05**

**Learning objectives:**

1. To familiarize students with the concept of Retail Entrepreneurship.
2. To understand the setting up and management of small Retail business.
3. To understand the initiatives of Government and other institutions support for growth and development of Retail Business in India.
4. To enrich students for Management of Small Retail Business.

**Course Outcomes:** After completion of this course Students will be able to –

1. Understand the basic concepts of Retail Entrepreneurship
2. Knows the setting up and management of small retail business.
3. Apply the gained knowledge for Management of Small Retail Business

**Unit I: Introduction to Retail Entrepreneurship.**

**(15 Lectures)**

- 1.1 Concept & Definition of Retail Entrepreneurship.
- 1.2 Role of Retail business in the modern Indian Economy
- 1.3 Employment and Export Opportunities in Retail Business
- 1.4 Export opportunities in Retail Business

**Unit II: Setting up of Retail Business**

**(15 Lectures)**

- 2.1 Identifying the Business opportunity in Retail Business
- 2.2 Steps in setting up of an Small Retail Business
- 2.3 Environmental aspects in setting up of Small Retail Business
- 2.4 Present and Future value of Annuity.

**Unit III: Institutions support to Retail Business**

**(15 Lectures)**

- 3.1 Introduction and needs to support Retail Business.
- 3.2 Long term and Short term financial support to Retail Business
- 3.3 Role of District Industries Centers (DIC) in development of Retail Business.
- 3.4 Govt. Schemes and Subsidies to develop Retailing in India.

**Unit IV: Management of Retail Business**

**(15 Lectures)**

- 4.1 Introduction to Management of Retail Business
- 4.2 Production Management of Retail Business
- 4.3 Financial Management of Retail Business
- 4.4 Marketing Management of Retail Business

**Reference Books:**

- 1) Vasant Desai, Dynamics of Entrepreneurial Development & Management, Himalaya Publishing House, Mumbai.
- 2) Dr. C.B. Gupta & Dr. P.N. Srinivasan, Entrepreneurship Development in India, Sultan Chand & Sons, Educational Publishers, New Delhi.
- 3) David H. Holt, Entrepreneurship, New Venture Creation, Prentice Hall of India, Pvt. Ltd, New Delhi.
- 4) Anitha H.S., Entrepreneurship Development, Role of Commercial Banks, Mangal Deep Publications, Jaipur.
- 5) Khanka. S. S., Entrepreneurship in Small Scale Industries, Himalaya Publishing, New Delhi, 1990.

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**Customer Service Management-I(w.e.f. June 2022)**

**No. of Periods per Week:** 05

**Course Code:** U-CSM-

**Marks:** 100

**Credits:** 05

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**Learning objectives:**

1. To familiarize students with the nuances of customer relationship
2. To understand the CRM link with the other aspects of marketing
3. To make the students aware of the different CRM models in service industry

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**Course Outcomes:** After completion of this course Students will be able to –

1. Understand the nuances of customer relationship.
2. Knows the CRM link with the other aspects of marketing.
3. Apply the gained knowledge for development of service industry

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**Unit I: Evolution of Customer Relationship**

**(15 Lectures)**

- 1.1 CRM- Definition and Emergence of CRM Practice
- 1.2 Factors responsible for CRM growth and CRM process
- 1.3 Framework of CRM, Benefits of CRM and Types of CRM
- 1.4 Scope of CRM, Customer, Features Trends in CRM, and Relationship Marketing.

**Unit II: Customer Value and Customer Expectation**

**(15 Lectures)**

- 2.1 Customer Value and Customer Expectation
- 2.2 Customer Satisfaction and Customer Centricity
- 2.3 Customer Acquisition, Customer Retention and Customer Loyalty
- 2.4 Customer Lifetime Value, Customer Experience and Web based Customer Support.

**Unit III: Planning for CRM**

**(15 Lectures)**

- 1.1 Steps in Planning-Building Customer Centricity
- 1.2 Setting CRM Objectives, Defining Data Requirements
- 1.3 Planning Desired Outputs and Elements of CRM plan
- 1.4 CRM Strategy and Customer Strategy Grid

**Unit IV: CRM and Marketing Strategy**

**(15 Lectures)**

- 4.1 CRM Marketing Initiatives and Sales Force Automation
- 4.2 Campaign Management and Call Centers
- 4.3 Practice of CRM: CRM in Consumer Markets and CRM in Services Sector
- 4.4 CRM in Mass Markets and CRM in Manufacturing Sector

**Reference Books:**

1. Jagdish N. Sheth, Atul Parvatiyar & G. Shainesh, "Customer Relationship Management" Emerging Concepts, Tools and Application", 2010, TMH.
2. Dilip Soman & Sara N-Marandi, "Managing Customer Value" 1st edition, 2014, Cambridge.
3. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
4. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education.
5. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition

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**B. Voc. in Retail Management and IT**

**B. Voc. III Year (Sem. V)**

**Business Ethics and Corporate Responsibility – I (w.e.f. June 2022)**

**No. of periods per week: 05**

**Marks - 100**

**Course Code:**

**Credits - 05**

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**Learning Objectives:**

1. To examine the scope and complexity of ethics.
2. To help students to improve their ability to make ethical decisions in business
3. To explain the vision and mission of corporate to society at large.
4. The aim of this course is to develop students' understanding of business ethics in different organisational context and to frame it towards the concept of Corporate Social Responsibility.

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**Course Outcomes:** After completing the course, students will be able to -

1. Understand the key characteristics of ethics in the context of present-day management.
2. Apprise regarding business decision-making which is informed by ethical values and respect for people communities and the environment.
3. Incorporate the concept of Business Ethics into business decisions.
4. Justify the importance of Ethics to business and corporate organisations.

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**Unit I: Introduction to Business Ethics**

**(15Lecture)**

- 1.1 Business Ethics-Meaning and Definition
- 1.2 Ethical Concepts-Ethical models, Virtue Ethics
- 1.3 Ethical Values-Types of Ethical Actions, Self Development and its methods
- 1.4 Benefits of Business ethics.
- 1.5 Unethical problems in business

**Unit II: Organizational Ethics**

**(15 Lecture)**

- 2.1 Ethical Corporate Behavior-Corporate Code of ethics and its advantages.
- 2.2 Development of Ethical Corporate Behavior
- 2.3 Ethical Leadership-Importance of leaders, Ethical issues and Guidelines
- 2.4 Roles and responsibilities in ethics management

**Unit III: Ethical Decisions**

**(15 Lecture)**

- 3.1 Ethical Decisions-Objectives and Importance
- 3.2 Ethical Decision Making-Types of decisions, Simon Decision making model
- 3.3 Factors affecting decision making
- 3.4 Steps in decision making

**Unit IV: Ethical Issues in the Functional area**

**(15 Lecture)**

- 4.1 Functional Area of Business -Meaning and its types.
- 4.2 Ethics in Marketing-Ethical issues in advertising, takeovers and mergers
- 4.3 Ethics in Finance-Source of finance; Unethical practices of costing manager, auditing manager.
- 4.4 HR and Information Technology -Unethical practices of recruitment manager, Training manager; Technology ethics.

**Reference Books:**

1. Business Ethics and Corporate Social Responsibility, Dr. S.S.Khanka, Publisher- S.Chand
2. Business Ethics in the 21<sup>st</sup> Century, Norman E. Bowie, Publisher- Springer Nature
3. Business Ethics, Francis & Mishra, Publisher-Tata McGraw Hill
4. Business Ethics and Corporate Governance, A.C.Fernando, Publisher- Pearson

**Rajarshi Shahu Mahavidyalaya (Autonomous), Latur**  
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**Department of Retail Management**  
**B. Voc. III Year (Sem. V)**  
**Human Resource Management - I (w.e.f. June 2022)**

**No. of Periods per week: 05**

**Marks: 100**

**Course Code:**

**Credits: 05**

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**Learning Objectives :**

1. To enable the students to understand core concepts of human resource management.
2. To understand students about importance of human resource planning.
3. To acquaint the students with job analysis & job design.
4. To help the students understand recruitment and selection process.

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**Course Outcomes :** After completing the course, the students will be able to -

1. To know significance of human resource management.
2. To know the methods of human resource planning.
3. To know the concept & process of job analysis and job design in the organization.
4. To understand the methods of training and development

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**Unit I: Introduction to Human Resource Management**

**(15 Lectures)**

- 1.1 Meaning and Definition of human resource management
- 1.2 Objectives and Characteristics of human resource management
- 1.3 Functions of human resource management
- 1.4 Significance of human resource management
- 1.5 Scope of human resource management

**Unit II: Human Resource Planning**

**(15 Lectures)**

- 2.1 Concept of human resource planning
- 2.2 Objectives of human resource planning
- 2.3 Importance of human resource planning
- 2.4 Process of human resource planning
- 2.5 Methods of human resource planning

**Unit III : Job Analysis and Job Design**

**(15 Lectures)**

- 3.1 Concept of job analysis and job design
- 3.2 Significance and Process of job analysis
- 3.3 Technique of job analysis
- 3.4 Significance of job design
- 3.5 Methods of job design
- 3.6 Approaches to job design

**Unit IV : Recruitment and Selection**

**(15 Lectures)**

- 4.1 Meaning of recruitment and selection
- 4.2 Significance of recruitment and selection
- 4.3 Process of recruitment
- 4.4 Sources of recruitment-Internal sources and External sources of recruitment
- 4.5 Steps in selection process
- 4.6 Types of selection interview
- 4.7 Group Discussion

**Reference Books:**

- 1) C.B.Gupta – Human Resource Management, Sultan Chand & Sons, New Delhi.
- 2) Anjali Ghanekar - Human Resource Management.
- 3) L.M.Prasad – Human Resource management, Sultan Chand & Sons, New Delhi.
- 4) Tripathi – Personnel Management, Sultan Chand & Sons, New Delhi.
- 5) C.B.Memoria – Personnel Management, Himalaya Publishers, New Delhi.

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**Department of Retail Management**  
**B. Voc. III Year (Sem. V)**  
**Strategic Management - I (w.e.f. June 2022)**

**No. of Periods per week: 04**  
**Course Code:**

**Marks: 100**  
**Credits: 05**

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**Learning Objectives :**

1. To ability to analyse, synthesize and predict the impact of strategic objectives.
2. To understand the process in field of strategic management.
3. To ability to solve practical business problem in the field of strategic management.
4. To provides overall direction by developing plans and polices designed to achieve objectives.

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**Course Outcomes :** After completing the course, the students will be able to -

1. Analyzes synthesize and predict the impact of strategic objectives.
2. Knows the process in field of strategic management.
3. Solve practical business problems in the field of strategic management.
4. Understand the guidelines for crafting business strategies.

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**Unit I: Introduction to Strategic Management**

**(15 Lectures)**

- 1.1 Meaning, Scope and importance of strategic management
- 1.2 Nature and characteristics of strategic management
- 1.3 Process of strategic management
- 1.4 Model of strategic management

**Unit II: Strategic Formulation**

**(15 Lectures)**

- 2.1 Concept of planning and corporate planning
- 2.2 Process of planning & Types of planning
- 2.3 Strategic Decision making, vision, mission and purpose
- 2.4 Guidelines for crafting successful business strategies

**Unit III: Business Level Strategies**

**(15 Lectures)**

- 3.1 The foundation of business level strategies
- 3.2 Business level strategies: Industry structure, Positioning of firm in industry
- 3.3 Generic business strategies : Cost leadership business strategy, Differentiation business strategy, Focus business strategy
- 3.4 Tactics for business strategies: Timing tactics, Market location tactics

**Unit IV: Corporate Level Strategies**

**(15 Lectures)**

- 4.1 Corporate level strategies : Expansion strategies , Stability strategies, Retrenchment strategies, Combination strategies
- 4.2 Concentration strategies
- 4.3 Integration strategies : Horizontal integration, Vertical integration
- 4.4 Diversification strategies : Concentric or related diversification, Conglomerate or Unrelated diversification

**Reference Books:**

1. Strategic Management and Business Policy, Azar Kazmi, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Strategic Management, Dr.M.Jeyarathnam, Himalaya Publication House, 2008
3. Business environment for strategic Management by Dr. K. Ashwathappa, Himalaya Publishing House.
4. Strategic Analysis and Action by J.N. Fry, Prentice Hall.

**Rajarshi Shahu Mahavidyalaya (Autonomous), Latur**  
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**Department of Retail Management**  
**B. Voc. III Year (Sem. V)**  
**Retail Personnel Management - I (w.e.f. June 2022)**

**No. of Periods per week: 04**

**Marks: 100**

**Course Code:**

**Credits: 05**

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**Learning Objectives :**

1. To understand concept of personnel management.
2. To know the process of manpower planning.
3. To understand the computer application use in personnel management.
4. To identify new trends in personnel management.

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**Course Outcomes :** After completing the course, the students will be able to -

1. Understand the importance of personnel management & qualities of personnel management.
2. Identifies the various benefits of personnel management
3. Knows the computer & information technological advancement in personnel management
4. Knows new trends & research in personnel management and audit process.

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**Unit I: Introduction to Personnel Management**

**(15 Lectures)**

- 1.1 Meaning & Definition of Personnel Management.
- 1.2 Nature of Personnel Management.
- 1.3 Scope & Functions of Personnel Management.
- 1.4 Qualities of Personnel Manager.

**Unit II: Employment Functions**

**(15 Lectures)**

- 2.1 Meaning & Definition of Manpower Planning.
- 2.2 Objectives of Manpower Planning.
- 2.3 Need and Importance of Manpower Planning.
- 2.4 Process of Manpower Planning.

**Unit III: Computer Application in Personnel Management**

**(15 Lectures)**

- 3.1 Computer Applications in Personnel Training & EDP.
- 3.2 Types of Computer Applications.
- 3.3 Some Specific Computer Applications
- 3.4 Managing Data, Personnel & System Management.

**Unit IV: Emerging Personnel Management**

**(15 Lectures)**

- 4.1 Concept and Need of Personnel Audit.
- 4.2 Personnel Research & Audit.
- 4.3 Process of Personnel Audit.
- 4.4 Reporting Recent Trends in Personnel Functions.

**Reference Books:**

1. C.B.Gupta, Human Resource Management, Sultan Chand & Sons, New Delhi.
2. L.M. Prasad, Human Resource Management, Sultan Chand & Sons, New Delhi.
3. C.B. Memoria, Personnel Management & Industrial relation, Himalaya Publisher, New Delhi.
4. P.C. Tripathi, Personnel Management & Industrial relation, Sultan Chand & Sons, New Delhi.





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and IT**

**B. Voc. III Year  
(Semester VI)**

**Course Curriculum  
(w.e.f. June 2022)**



**Rajarshi Shahu Mahavidyalaya (Autonomous), Latur  
Faculty of Commerce  
B. Voc. in Retail Management and IT  
B. Voc. III Year (Sem. VI)  
Retail Entrepreneurship-II(w.e.f. June 2022)**

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**Learning objectives:**

1. To familiarize students with the recent trends in retail business.
  2. To understand the Search Engine Optimization (SEO) & its Benefits.
  3. To understand the Benefits of Social Media Marketing.
  4. To enrich students for Market research through the Internet.
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**Course Outcomes:** After completion of this course Students will be able to –

1. Understand the recent trends in retail business.
  2. Knows the setting up and management of small retail business.
  3. Apply the gained knowledge for Management of Small Retail Business
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**Unit I: Digital Marketing in Retailing** **(15 Lectures)**

- 1.1 Introduction of the Digital Marketing
- 1.2 Creating initial Digital Marketing Plan and SWOT Analysis
- 1.3 Content management and Optimization of Web Sites
- 1.4 CRM platform and Google Analytics

**Unit II: Search Engine Optimization (SEO)** **(15 Lectures)**

- 2.1 Introduction to Search Engines
- 2.2 Search Engine Optimization & its Benefits
- 2.3 Search Engine Marketing and Google Ad-words
- 2.4 Google Ad sense, Display Advertising and Keyword Optimization

**Unit III: Social Media Marketing** **(15 Lectures)**

- 3.1 Introduction to Social Media Marketing
- 3.2 Benefits of Social Media Marketing
- 3.3 Facebook Marketing and Twitter Marketing
- 3.4 You-tube Marketing, Instagram Marketing and Google+ Marketing

**Unit IV: Internet Demographics** **(15 Lectures)**

- 4.1 On-line user behavior and characteristics
- 4.2 Market research through the Internet
- 4.3 Web tracking audits and demand forecasting
- 4.4 Trends in internet marketing and acquiring customers on the web

**Reference Books:**

1. Vasant Desai, Dynamics of Entrepreneurial Development & Management, Himalaya Publishing House, Mumbai.
2. Dr. C.B. Gupta & Dr. P.N. Srinivasan, Entrepreneurship Development in India, Sultan Chand & Sons, Educational Publishers, New Delhi.
3. David H. Holt, Entrepreneurship, New Venture Creation, Prentice Hall of India, Pvt. Ltd, New Delhi.
4. Mohammed, Fisher, Jaworski and Cahill, Internet marketing building advantage in a networked economy, Tata McGraw Hill Publications, New Delhi.
5. Strauss and Frost, E-Marketing, Prentice-Hall Publications New Delhi.

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**B. Voc. III Year (Sem. VI)**  
**Customer Service Management -II (w.e.f. June 2022)**

**No. of Periods per Week:** 05

**Course Code:** U-CSM-

**Marks:** 100

**Credits:** 05

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**Learning objectives:**

1. To familiarize students with the Emerging Trends in CRM
2. To understand CRM as a Business Strategy
3. To make the students aware with Tools for CRM and Implementation

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**Course Outcomes:** After completion of this course Students will be able to –

1. Understand the Emerging Trends in CRM.
2. Knows the CRM as a Business Strategy.
3. Apply the gained knowledge for CRM and Implementation

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**Unit I: Emerging Trends in CRM**

**(15 Lectures)**

- 1.1 The Value Pyramid, Customer Interaction Cycle
- 1.2 Customer Profiling and Total Customer Experience
- 1.3 Goals of a CRM Strategy, Obstacles and CRM Solutions Map
- 1.4 Discussing People, Processes and Technology, CRM myths

**Unit II: CRM as a Business Strategy**

**(15 Lectures)**

- 2.1 CRM - Issues and Strategies, Winning Markets through CRM
- 2.2 CRM Process and Customer Knowledge Management and Customer Interaction Management
- 2.3 Call Centre management in CRM and Customer Centricity in CRM
- 2.4 Customer touch points and Customer Service,

**Unit III: Tools for CRM and Implementation**

**(15 Lectures)**

- 3.1 Data Mining for CRM
- 3.2 Changing Patterns of e-CRM Solutions in the Future
- 3.3 Organizational Framework for Deploying Customer Relationship
- 3.4 Measuring profitability for CRM implementation

**Unit IV: CRM in Services**

**(15 Lectures)**

- 4.1 Status of Customer Relationship Management in service industry in India.
- 4.2 Relevance of CRM for Customer Relationship Management in Banking and Financial Services
- 4.3 CRM in Insurance Sector and Supply-Demand Mismatches and their impact on CRM
- 4.4 The Past, Present and Future of CRM

**Reference Books:**

1. Jagdish N. Sheth, Atul Parvatiyar & G. Shainesh, "Customer Relationship Management" Emerging Concepts, Tools and Application", 2010, TMH.
2. Dilip Soman & Sara N-Marandi, "Managing Customer Value" 1st edition, 2014, Cambridge.
3. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
4. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education.
5. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition

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**B. Voc. in Retail Management and IT**

**B. Voc. III Year (Sem. VI)**

**Business Ethics and Corporate Responsibility – II (w.e.f. June 2022)**

**No. of periods per week: 05**

**Marks - 100**

**Course Code:**

**Credits - 05**

**Learning Objectives:**

1. To evaluate the level of commitment to CSR of different organizations and show its competitive advantage.
2. To analyse the impact of CSR on corporate culture.
3. To make students understand the concept, theories and application of CSR for the Development of the Society.
4. To demonstrate a multi stakeholder perspective in viewing CSR issues.

**Course Outcomes:** After completing the course, students will be able to –

1. Apply a pragmatic and pluralistic approach to business CSR.
2. Understand critical issues of Corporate Social Responsibility (CSR) in a cross-cultural setting.
3. Understand the key characteristics of Corporate Social Responsibility (CSR) and ethics in the context of present-day management.

**Unit I: Corporate Responsibility**

**(15 Lecture)**

- 1.1 Meaning and Definition of Corporate Social Responsibility.
- 1.2 History and Evolution of Corporate Social Responsibility.
- 1.3 Types of Corporate Social Responsibility-Environmental, Ethical, Philanthropic and Economic
- 1.4 The role of CSR in E-Commerce
- 1.5 Scope of CSR in India.

**Unit II: CSR-Legislation in India.**

**(15 Lecture)**

- 2.1 Section 135 of Companies Act 2013
- 2.2. Scope for CSR Activities under Schedule VII of Companies Act, 2013.
- 2.3 Appointment of Independent Directors on the Board and its terms and conditions.
- 2.4 Computation of Net Profit's Implementing Process in India for CSR

**Unit III: The role of stakeholders in CSR**

**(15 Lecture)**

- 3.1 Stakeholders advocacy and the role of business in society
- 3.2 Globalization and CSR
- 3.3 Different stakeholder's different perspective on CSR.
- 3.4 Success and failure with CSR initiatives
- 3.5 The five stages of organizational growth with CSR

**Unit IV: Corporate Governance**

**(15 Lecture)**

- 4.1. Corporate Governance-Meaning, Definition and Importance.
- 4.2. The need of Corporate Governance.
- 4.3. Principles of Corporate Governance.
- 4.4. Role of Board of Directors in Corporate Governance.

**Reference Books:**

1. Ethics , Business and Society :Managing Responsibly, Ananda Das Gupta, Publisher-Sage Publications Pvt. Ltd.
2. ISO 26000: The Business Guide to the New Standard on Social Responsibility; Lars Moratis and TinoCochius; Greenleaf Publishing; 2011.
3. Business Ethics and Corporate Governance, C.S.V. Murthy, Publisher-Himalaya Publishing House.
4. Corporate Governance 4e: Principles, Policies and Practices, Bob Tricker, Publisher- Oxford University Press.

**Rajarshi Shahu Mahavidyalaya (Autonomous), Latur**  
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**B. Voc. III Year (Sem. VI)**  
**Human Resource Management - II (w.e.f. June 2022)**

**No. of Periods per week: 05**

**Marks: 100**

**Course Code:**

**Credits: 05**

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**Learning Objectives :**

1. To help the students understand training and development of employees.
2. To understand process of performance appraisal.
3. To identify causes and preventions of attrition.
4. To understand the approaches of industrial relations.

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**Course Outcomes :** After completing the course, the students will be able to -

1. Understand the methods of training and development.
2. To know problems, methods of performance appraisal.
3. To learn controlling measures of attrition.
4. To know settlement of industrial disputes.

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**Unit I: Training and Development**

**(15 Lectures)**

- 1.1 Meaning of Training and Development
- 1.2 Needs of training
- 1.3 Methods of training
- 1.4 Needs of development
- 1.5 Types of Management development program

**Unit II: Managing Performance of Human Resources**

**(15 Lectures)**

- 2.1 Concept and Purposes of Performance Appraisal
- 2.2 Process of Performance Appraisal
- 2.3 Methods of Performance Appraisal
- 2.4 Problems of Performance Appraisal
- 2.5 Concept of Job Evaluation and its Objectives
- 2.6 Methods of Job Evaluation

**Unit III: Mobility of Human Resources**

**(15 Lectures)**

- 3.1 Meaning and Objectives of Job Changes
- 3.2 Concept of Transfer, Promotion, Demotion
- 3.3 Employee Separation: Concept and Types
- 3.4 Concept and Causes of Attrition
- 3.5 Controlling Measures for Attrition

**Unit IV : Industrial Relationship Management**

**(15 Lectures)**

- 4.1 Concept & objectives of industrial relations
- 4.2 Approaches to industrial relations
- 4.3 Measures for improving industrial relations
- 4.4 Industrial disputes and its causes
- 4.5 Settlement of industrial disputes

**Reference Books:**

1. C.B. Gupta, Human Resource Management, Sultan Chand and sons, New Delhi.
2. L. M. Prasad, Human Resource Management, Sultan Chand and sons, New Delhi.
3. Tripathi, Personal Management, Sultan Chand and sons, New Delhi.
4. Anjali Ghanekar, Human Resource Management.
5. P. Subba Rao, Human Resource Management.

**Rajarshi Shahu Mahavidyalaya (Autonomous), Latur**  
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**B. Voc. III Year (Sem. VI)**  
**Strategic Management - II (w.e.f. June 2022)**

**No. of Periods per week: 04**

**Marks: 100**

**Course Code:**

**Credits: 05**

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**Learning Objectives :**

1. To explain the concepts of strategic intent, stretch.
2. To examine the nature of strategy implementation.
3. To describe the barriers to strategy implementation.
4. To explain the nature and importance of strategic evaluation and control.
5. To describe the process of operational control.

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**Course Outcomes :** After completing the course, the students will be able to -

1. Understand the concepts of strategic intent, stretch leverage and fit.
2. Develop plans and policies regarding strategic management.
3. Know the role of organizational system in evaluation.
4. Describe the concept of environment in the context of the strategic management.

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**Unit I: Hierarchy of Strategic Intent**

**(15 Lectures)**

- 1.1 Strategic Intent : understanding strategic intent, Concepts of Stretch, Leverage and fit.
- 1.2 Vision : Nature, Defining Vision, The Benefits of Having a Vision
- 1.3 Mission : Understanding mission, Defining Mission, Mission Statements Formulated and Communicated
- 1.4 Goals and Objectives : Characteristics of Objectives, Issues in Objective setting

**Unit II: Strategy Implementation**

**(15 Lectures)**

- 2.1 Nature of Strategy Implementation
- 2.2 Barriers to Strategy Implementation
- 2.3 Interrelationship of Formulation and Implementation: Forward Linkages, Backward Linkages
- 2.4 A model of Strategy Implementation

**Unit III: Environmental Appraisal**

**(15 Lectures)**

- 3.1 Concepts of Environment : Characteristics of environment, Internal & External Environment
- 3.2 SWOT Analysis : Strength, Weaknesses, Opportunities, Threats
- 3.3 Environment Sectors : Economics Environment, International Environment, Market Environment, Political Environment, Technology Environment.

**Unit IV: Strategic Evaluation and Control**

**(15 Lectures)**

- 4.1 An Overview of Strategic Evaluation and Control : Nature and Importance of Evaluation
- 4.2 Strategic Control : Premise Control, Implementation Control, Special Alert Control
- 4.3 Operational Control : Process of Evaluation, Measurement of Performance
- 4.4 Role of Organizational System in Evaluation

**Reference Books:**

1. Corporate Strategic Management by R.M.Srivastava, Pragati Prakashan, Meerut.
2. Business Policy and Strategic Management by Lawrence R. Jauch by McGraw Hill.
3. Strategic Management and Business Policy, Azar Kazmi, Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Strategic Management, Dr.M.Jeyarathnam, Himalaya Publication House, 2008

**Rajarshi Shahu Mahavidyalaya (Autonomous), Latur**  
**Faculty of Commerce**  
**Department of Retail Management**  
**B. Voc. III Year (Sem. VI)**  
**Retail Personnel Management - II (w.e.f. June 2022)**

No. of Periods per week: 04

Marks: 100

Course Code:

Credits: 05

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**Learning Objectives :**

1. To know the significance of employees health & safety
2. To understand the need of employees welfare
3. To understand the social security in india for employees
4. To identify various types of incentives plan for employees

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**Course Outcomes :** After completing the course, the students will be able to -

1. Understand the occupational hazards and diseases.
2. Knows the agencies of employees welfare.
3. Identifies the social security issue in India.
4. Knows the rational incentives plan for employees.

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**Unit I: Employee Health and Safety**

**(15 Lectures)**

- 1.1 Significance of occupational health & safety
- 1.2 Working conditions affecting health
- 1.3 Occupational hazards and diseases
- 1.4 Protection against health occupational hazards.

**Unit II: Employee Welfare & Benefits**

**(15 Lectures)**

- 2.1 Meaning of employee welfare
- 2.2 Significance & need of employee welfare
- 2.3 Agencies of employee welfare
- 2.4 Types of welfare services.

**Unit III: Social Security**

**(15 Lectures)**

- 3.1 Concept of social security
- 3.2 Scope of social security
- 3.3 Social security in India
- 3.4 The Employees State Insurance Act, 1948
- 3.5 The Payment of Gratuity Act, 1972

**Unit IV: Incentive & Compensation**

**(15 Lectures)**

- 4.1 Meaning of wage incentives
- 4.2 Essentials of a sound incentive plan
- 4.3 Wages incentives in India
- 4.4 Types of wages incentive plans.

**Reference Books:**

1. C.B. Memoria, Personnel Management & Industrial relation, Himalaya Publisher, New Delhi.
2. P.C. Tripathi, Personnel Management & Industrial relation, Sultan Chand & Sons, New Delhi.
3. C.B.Gupta, Human Resource Management, Sultan Chand & Sons, New Delhi.
4. L.M. Prasad, Human Resource Management, Sultan Chand & Sons, New Delhi.
5. R.C. Agrawal & Suresh Fauzdar, Personnel Management, SBPD Publishing House, New Delhi.