



DR. BHIMRAO AMBEDKAR UNIVERSITY, AGRA

Course Structure

(Based on NEP- 2020)

Session (2026-2027)

BBA in Retail Operations

(A Three-Year Degree Apprenticeship Program)



<<Applicable for Colleges where the apprenticeship is provided during IV AND OR V and VI Semester>>

YEAR I**SEMESTER I**

Course Code	Course Title	Type	Credits
BBARO101	Introduction to Retail Operations	C	4
BBARO102	In Store Cashiering and Merchandising Operations–I	C	4
BBARO103	Business Environment	C	4
BBARO104	Business Communication Skill	M	3
BBARO105	Fundamental of Computers	AEC	3
BBARO106	First Aid & Basic Health	SEC	3
BBARO107	IKS (Indian Knowledge System)	Co-Curricular	2
	Total Credit		23

SEMESTER II

Course Code	Course Title	Type	Credits
BBARO201	Managerial Economics	C	4
BBARO202	In Store Cashiering and Merchandising Operations–II	C	4
BBARO203	Sales Management and CRM	C	4
BBARO204	Fundamentals of Financial & Cost Accounting	M	3
BBARO205	Introduction to Financial Literacy	AEC	3
BBARO206	Human Values & Environmental Studies	SEC	3
	Total Credit		21

Note:**1 Total Credits of Ist & IInd Semester = 23 + 21 = 44****2.Student. is entitled for certificate in Faculty after successful completion of first two semester**

YEAR II
SEMESTER–III

Paper Code	Course Title	Type	Credits
BBARO301	Enterprise Resource Planning (ERP)	C	4
BBARO302	FMCG/FMCD Sales & Distribution	C	4
BBARO303	Non-Store Retailing	C	4
BBARO304	Logistics and Supply Chain Management	M	3
BBARO305	Public Relations	AEC	3
BBARO306	Physical Education & Yoga	SEC	3
	Total Credit		21

SEMESTER–IV

Course Code	Course Title	Type	Credits
BBARO401	Team Management–I	C	4
BBARO402	Store Operations Management	C	4
BBARO403	Team Management–II	C	4
BBARO404	Human Resource Management	M	3
BBARO405	A.I. in Business	AEC	3
BBARO406	Social Responsibility & Community Engagement	SEC	3
	Total Credit		21

Note:

1 Total Credits of IIIrd & IVth Semester = 21 + 21 = 42

2.Student is entitled for Diploma in Faculty after successful completion of IIIrd and IVth semester

YEAR III
SEMESTER-V

Course Code	Course Title	Type	Credits
BBARO501	Retail Marketing Strategy (MOOC Course)	C	2
BBARO502	APPERENTICESHIP-I	C	23
	Total Credit		25

SEMESTER-VI

Course Code	Course Title	Type	Credits
BBARO601	Retail Management in Digital Era (MOOC Course)	C	2
BBARO602	APPERENTICESHIP-II	C	23
	Total Credit		25

Note:

1. Total Credits of Vth & VIth Semester = 25 + 25 = 50

2. Student is entitled for Three-Year BBA Retail Operations UG Degree after successful completion of Six semester.

Abbreviations:

C - Core
AEC - Ability Enhancement Course
SEC - Skill Enhancement Course
M - Minor

Programme: BBA Retail Operations		Year: First	Semester: First
Course Code: BBARO101		Course Title: Introduction to Retail Operations	
Credit:4		CORE	
Sr. No.	Course Objectives		
1	To recognize the structure & functioning of the retail sector.		
2	To evaluate the process of retail store operations.		
3	To infer the processes associated with retail store practices.		
Sr. No.	Course Outcomes		
1	The students will be able to comprehend the processes and procedures of the Retail Sector.		
2	The students will be able to relate the systems and protocols of retail store operations.		
3	The students will be able to construct the procedures of retail store practices.		

Unit1	Introduction to Retail&ProductDisplays:
	Retail -Traditional and Modern Retail in India - Retail Formats - Modern Retailing, organogram of a Modern Retail organization under all sub-sectors of retail - Retail Supply Chain, setting up Product Displays: - Displaying Products on the Shelf - Labelling the product displays
Unit II	PreparingProductsforSale&CustomerAssistance
	Different Store layouts - Grid, Angular, Racetrack, Free Flow, etc., Fixtures Used in Preparing Products for Sale -Maintenance and Usage of Fixtures - Planogram - Putting ProductsforSale-PuttingProductsTogetherforSaleCustomerAssistance:Qualities Requiredof a Trainee Associate and Various Customer Styles
Unit III	ResolvingCustomerComplaints&PromotingLoyaltyMemberships
	Customer Complaint Handling Process- Modes and Sources of Customer Complaints; Promoting Loyalty Memberships:LoyaltySchemeBasics-BuildingLoyalty Memberships
Unit IV	MaintainingStoreSecurity
	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

SUGGESTED READINGS:

- | | |
|---------------------------------------|---|
| 1. Introduction of Retail operations | RASCI publication |
| 2. In store cashier and Merchandising | RASCI publication |
| 3. Retail Management | C Bajaj, N.V.Tuli, R.Shrivastava |
| 4. Fundamental of Retailing | K.V.S.Madaan |
| 5. Retailing Management | Michael Levy, Barton Weitz, Ajay Pandit |

Programme: BBA Retail Operations	Year:First	Semester:First
Course Code: BBARO102	Course Title: In-Store Cashiering and Merchandising Operations-I	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To understand sales and marketing practices in retail stores.
2	To identify the system associated with stock management.
3	To interpret the process of merchandising&other auxiliary functions.
Sr. No.	Course Outcomes
1	The learners will be able to demonstrate prompt practices at retail stores.
2	The learners will be able to assimilate the knowledge into the practice of maintaining inventory, warehousing,etc.
3	The learners will be able to demonstrate practical knowledge associated with Visual Merchandising.

Unit-I	Service Cash Point/POS
	Cash Points/POS-Purpose of POS-Cash points POS setup-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 authorising 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 underage customers
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 itemsthatthetstoreexchanges-Processofcheckingownershipoftheitemsproducedfor Partexchange• 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 credit- 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 the company is not at fault- the steps involved in processing returns Of goods, the process to find the replacement goods.
Unit-IV	Health and Safety in Retail Sector
	Identify the store, the safety risks, hazards, and the accidents that occur in the store - the safety practices followed in the store - the importance of housekeeping - the procedures for dealing with emergencies.

SUGGESTED READINGS:

- | | |
|---|---|
| 1. Introduction of Retail operations | RASCI publication |
| 2. In store cashier and Merchandising | RASCI publication |
| 3. Visual Merchandising | Swati Bhalla & Anurag Sinha, |
| 4. Field Visual Merchandising Strategy: Developing a Merchandising Service Organization | National In-store Strategy Using a PaulJ. Russell |

Programme: BBA Retail Operations	Year: First	Semester: First
Course Code: BBARO103	Course Title: Business Environment	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To help the learners interpret various business environments.
2	To apply the various regulatory frameworks.
3	To interpret the various sales and marketing aspects of managing retail.
Sr. No.	Course Outcomes
1	The learners will be able to comprehend the know-how of the business environment.
2	The learner will be able to operate the framework for effective retailing.
3	The learner will be able to predict various sales and marketing strategies for retail.

Unit-I	Introduction to Business Environment
	Nature and Significance of Business Environment-Types of Business Environment Environmental Analysis–Process, Importance, and Limitations-Environmental Factors Affecting Business Decisions-Techniques of Environmental Analysis-SWOC/SWOT, PESTLE,QUEST- Business organisations and their goals. Retail Marketing Environment in India.
Unit-II	Retail Sector In India
	Evolution of retail-Factors leading to growth of retail in India -Role of International retailing and international players in retail sector-FDI and its impact on retail sector-Organised & Unorganized retail.
Unit-III	Sub Sectors Of Retail
	Brick Mortar Stores-FMCG/sales & Distribution-E-Commerce/E-retailing-Direct sales- Features of B2B and B2C, Business models in Retail sector with examples
Unit-IV	Retail Sales & Marketing
	Meaning of marketing & sales-Meaning and concepts of Sales and Marketing Production concept, Selling-concept, Societal, Marketing concept. Selling Vs Marketing, Marketing Mix- 4P's of Marketing-the various functions of marketing & sales & in a Retail organization and the store Introduction, Target Market & market segmentation, Building a Sustainable Competitive Advantage,

SUGGESTED READINGS:

- | | |
|--|--------------------------------|
| 1. Retail Management | Bajaj, Tuli and Srivastava |
| 2. Retail Management | Gibson G. Vedamani |
| 3. Retailing | D.M. Lewison and W.M. Delozier |
| 4. Retailing: Environment and Operations | A. Newman. & P. Cullen |
| 5. Integrated Retail Management | J.R. Ogden, and D.T. Ogden |
| 6. Retailing Management | S. Pradhan |
| 7. International Retailing | S.L. Gupta & Arun Mittal, |

Programme: BBA Retail Operations		Year:First	Semester:First
Course Code: BBARO104		Course Title: Business Communication Skill	
Credit:3		Minor	
Sr.No.	Course Objectives		
1	To make the learners competent better employment opportunity & also acquire employment skills.		
2	To augment professionals' skills for the betterment of smooth communication in the workplace.		
3	To explain various aspects of effective communication by emphasising the concept and theories of communication.		
Sr.No.	Course Outcomes		
1	The learner will be able to apply communication skills with proficiency.		
2	The learners will be well-equipped with effective communication skills within professional skills.		
3	The learners will be able to understand various nuances of communication to a greater extent.		

UNIT I	Effective Communication
	Principles of Effective Communication: The Reasons for Barriers in Communication- the solution to typical communication barriers-the importance of effective listening skills- elements of effective verbal communication skills- when asking questions, providing and receiving information.
Unit-1I	Professional Skills
	The need for professional skills- the elements of professional skills required at the workplace- features and benefits of the elements of professional skills the methods to practice the professional skills at work place-Decision Making-Critical thinking- Interpersonal Skills- Personal presentation and grooming etiquette- the importance/significance of communications skills in personal and professional life.
Unit-1II	Introduction to Business Communication Skills
	The need for business communication- the methods to practice Business communication skills at the work place. Writing Skills-Resume & job application writing, email writing, letters of communication to different stakeholders/inter departments, preparing Proposals and quotations, raising complaints, replies to complaints.
Unit-1V	Meetings & Report Writing
	Meetings –Plan, Prepare, Organise, Conduct & Report.(Online Physical meetings) Report writing -business reports, project reports-Reading Skills:-Report Reading- analyse business reports, proposals-Oral Communication-one-to-one one, one-to-many, delivering business presentations.

SUGGESTED READINGS:

- 1 Business communication: Polishing Your Professional Presence B. Shwom& L.G. Snyder
2. Business Communication Raman-Prakash
3. Communication for Managers: An Advanced Approach Thomson
4. Business Communication Thomson

Programme: BBA Retail Operations	Year: First	Semester: First
Course Code: BBARO105	Course Title: Fundamental of Computers	
Credit:3	AEC	

Sr. No.	Course Objectives
1	Understand the basic concepts, characteristics, and applications of computers. Identify the components of a computer system, including hardware, software, memory, and storage devices.
2	Learn the fundamentals of operating systems and file management. Develop basic skills in using common productivity software such as word processors, spreadsheets, and presentation tools.
3	Understand computer networks, the Internet, email, and web technologies. Apply basic cybersecurity practices and understand ethical issues related to computer usage.
Sr. No.	Course Outcomes
1	Explain the fundamental concepts, evolution, and applications of computers. Identify and describe the functions of computer hardware, software, input/output devices, memory, and storage systems
2	Demonstrate the use of operating system features, file management, and basic system utilities. Use office productivity applications to create documents, spreadsheets, and presentations.
3	Explain the basics of computer networks, Internet services, email communication, and cloud computing. Apply safe computing practices by recognizing cybersecurity threats and following ethical and responsible use of information technology.

UNIT I	Introduction to Information Technology
	Introduction to Information Technology and its role in business, Office Automation Tools: Word Processing - (MS Word / Google Docs), Creating, formatting documents, Tables, mail merge, reports.
Unit-1I	Spreadsheets and Presentation Software
	Spreadsheets - (MS Excel / Google Sheets), Basic formulas and functions (SUM, AVERAGE, IF), Charts and data visualization, Data sorting and filtering, Presentations- (PowerPoint / Google Slides). Creating professional presentations, Slide design, animations, charts Practical Component - Students must perform: Create a formatted business letter and report, Prepare an Excel sheet with formulas and charts. Develop a PowerPoint presentation on a business topic, send professional emails, Use Google Drive for sharing files, Case-based assignment on digital marketing.
Unit-1II	Internet, Cloud Computing, and MIS
	Basics of Internet and Web Browsing, Search engines and effective searching techniques, Email writing and management (formal communication) Cloud computing basics (Google Drive, Dropbox) Online collaboration tools (Google Meet, Zoom) Introduction to Management Information Systems - (MIS) Basics of ERP and CRM. Digital marketing overview (SEO, social media marketing).
Unit-1V	Cyber Security and Emerging Technologies
	Cyber Security & Emerging Technologies: Cyber threats (phishing, malware, hacking), Safe internet practices, Data privacy and protection, Introduction to Artificial Intelligence (AI), Big Data, Cloud computing, FinTech.

SUGGESTED READINGS:

- | | |
|--|----------------|
| 1. Fundamentals of Computers | V. Rajaraman |
| 2. Information Technology for Management | Turban |
| 3. Online tutorials (Google Workspace, Microsoft Office) | V. Rajaramanna |

Programme: BBA Retail Operations	Year: First	Semester: First
Course Code: BBARO106	Course Title: First Aid and Basic Health	
Credit:3	SEC	

Sr. No	Course Objectives
1	The course develops skills to assess and respond to medical emergencies, including CPR for all age groups.
2	Understand the disaster management techniques
3	Develop basic skills in techniques for handling mental, physical and psychological emergencies
Sr. No.	Course Outcomes
1	Understand and apply basic first aid techniques in emergencies.
2	Demonstrate skills in handling injuries, wounds, and medical conditions. Respond effectively to disasters and emergency situations
3	Develop awareness of reproductive health and sex education. Apply principles of mental health and psychological first aid.

Unit1	Basic First Aid and Emergency Techniques
	A. Basic First Aid • Aims of first aid & legal aspects • Emergency response and basic CPR • Recovery position and assessment • Hygiene and hand washing • First aid kit: types and contents B. First Aid Techniques • Dressings and bandages • Evacuation techniques (single rescuer) • Transportation techniques C. Respiratory Emergencies • Basics of respiration • Breathing difficulties, choking, drowning • Suffocation, asthma D. Heart & Circulation • Basics of heart and blood circulation • Chest pain, bleeding E. Wounds & Injuries • Types of wounds • Head, chest, abdominal injuries F. Bones, Joints & Muscles • Fractures, amputation, crush injuries • Shock management
Unit II	Advanced First Aid and Disaster Management
	A. Nervous System & Unconsciousness • Basics of nervous system • Stroke, epilepsy, seizures B. Gastrointestinal Issues

	• Food poisoning, diarrhea C. Skin & Burns • Types of burns (thermal, chemical, electrical) • Heatstroke, hypothermia D. Poisoning, Bites & Stings • Poisoning types and treatment • Snake bites, insect stings E. Sense Organs • Foreign objects in eyes, nose, skin F. Emergency & Disaster Situations • Road accidents, institutional emergencies • Rural emergencies, triage G. Emergency Childbirth
Unit III	Basic Sex Education and Reproductive Health
	• Basics of urinary and reproductive system • Male and female puberty (physical & emotional changes) • Gender similarities and differences • Sexual intercourse, pregnancy, childbirth • Birth control and abortion • Awareness of LGBTQ+ issues • Sexual harassment, abuse, and prevention • Prevention of sexually transmitted diseases (STDs)
Unit IV	Mental Health and Psychological First Aid
	• Concept of mental health and its importance • Mental health issues in India • Mental Health First Aid Action Plan • Depression, anxiety disorders • Crisis intervention (suicide, panic attacks, trauma) • Psychosis and substance abuse disorders • First aid for overdose and withdrawal • Practical application of mental health first aid

SUGGESTED READINGS:

- | | |
|---------------------------------------|--------------------|
| 1. Society | |
| 2. First Aid Guide | St. John Ambulance |
| 3. Mental Health First Aid Guidelines | WHO |
| 4. Health and Physical Education | NCERT |

Programme: BBA Retail Operations	Year:First	Semester:First
Course Code:BBARO107	CourseTitle: IKS (Indian Knowledge Systems)	

Credit:2	CO-CURRICULARCOURSE
-----------------	----------------------------

Sr.No.	Course Objectives
1	To create awareness among youth about India's rich cultural heritage and the scientific value of traditional knowledge.
2	It promotes spiritual wisdom, personality development, and leadership skills.
3	It also provides a holistic understanding of nature and life.
Sr.No.	Course Outcomes
1	Understand the core concepts of Indian philosophy and knowledge traditions. Appreciate the cultural diversity and heritage of India.
2	Apply ethical and spiritual principles in personal and professional life. Recognise the relevance of Indian knowledge systems in commerce and management.
3	Develop a holistic perspective towards life, nature, and sustainability.

Unit-I	Overview of Indian Knowledge& Philosophy:
	The Vedic tradition, Upanishad and Classical Indian Darshans, Indian Culture & Civilization- Different stages in the evolution of Indian Culture, Distinctive features of Indian culture, components of Culture and Indian Music and Dance.
Unit-II	Integrating Indian Knowledge System into Commerce:
	Introduction to Artha shastra by Kautilya, Traditional Knowledge Digital Library (TKDL) Geographical Indications of Goods.
Unit-III	Spirituality
	Spirituality vis-à-vis religion, Concept of Maya (Illusion) Advaita Vedanta, Meaning scope and implications at work, Concept of Dharma, varna ashram Concept of karma – meaning and importance to managers, corporate karma, Concept of Vasudha Iva Kutumbakam.
Unit-IV	Spirituality, Science, Engineering and Technology in IKS
	Mathematics, Astronomy, Engineering and Technology: Metals and Metalworking, Town Planning, Architectural Engineering.

SUGGESTED READINGS

1. Introduction to Indian Knowledge System.
2. Indian Knowledge System
3. The Cultural Heritage of India.
4. Echoes of Ancient Indian Wisdom
Hindology Book.

B. Mahadevan
Kapur K and Singh AK
I Kilkata

Nair Shantha N.

Semester–II

Programme: BBA Retail Operations	Year:First	Semester:Second
Course Code:BBARO201	Course Title: Managerial Economics	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To understand the concepts and applications of Managerial Economics.
2	To interpret the cost dimensions in a business venture.
3	To recognize the role of pricing in markets and market structures.
Sr. No.	Course Outcomes
1	The learners will be able to understand the role of a managerial economist in a firm.
2	The learners will be able to apply the knowledge of costing in decision-making.
3	The learners will be able to identify and analyse market practices and processes in real life.

Unit-I	Introduction to Managerial Economics
	Meaning, nature, and scope of managerial economics; concepts and applications of managerial economics; relationship of managerial economics with other sciences; significance of managerial economics; economics applied to business decisions; theory of firm and industry
Unit-II	Demand Analysis
	Demand Analysis: Meaning and law of demand; determinants of demand; demand curve; consumer surplus; elasticity of demand; demand forecasting.
Unit-III	Cost Analysis and Break-Even Analysis:
	Cost Analysis and Break-Even Analysis: Elements of cost - average cost, marginal cost, and total cost; basic cost curves; relationship between production and cost; break-even analysis - break-even point (BEP); managerial uses of BEP and its limitations; factors influencing profit-volume (P/V) decisions.
Unit-IV	Pricing and Profit Planning:
	Pricing and Profit Planning: Elements of pricing; price-output decisions; classification of markets - market structures and their main features; pricing under perfect competition and monopoly; profit planning and management - types of profit, concepts related to profit, factors determining profit in the short run and long run, dynamics of surplus, theory of profit, and residual claimant theory of profit.

SUGGESTED READINGS:

1. Managerial Economics: A Problem Solving Approach Luke M.Froeb, Brian T. McCann Michael R. Ward, and Mikhael Shor
2. Managerial Economics and Business Strategy Michael Baye and Jeff Prince
3. Managerial Economics Craig H Peterson and Jain,
4. Managerial Economics Vanith Agrawal

Programme: BBA Retail Operations	Year:First	Semester:Second
Course Code:BBARO202	Course Title: In Store Cashiering and Merchandising Operations-II	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To be able to identify the basics of POS.
2	To demonstrate a planogram at retail stores.
3	To distinguish the organising of the POS.
Sr.No.	Course Outcomes
1	The learners will be able to understand the basics of POS.
2	The learners will be able to distinguish the mechanism of defining products in a retail store.
3	The learners will be able to analyse and interpret various activities linked to sales management.

Unit-I	Visual Merchandising
	Introduction to Visual Merchandising - Introduction to visual merchandising displays - Planning visual merchandising displays - Role of design brief - Principles to set up visual merchandising displays - Dressing up visual merchandising displays - Health and safety in displays
Unit-II	Creating Positive Image of Self and Organisation in the Minds of Customers
	The importance of creating a positive image in the minds of the customers - Explain the importance of establishing - Discuss the need to communicate accurate information to the customers - how to respond appropriately to the customers
Unit-III	Working Effectively in a Team
	The importance of working effectively in the team - the importance of information, instructions and documentation in retail workplace - the importance of effective work habits - the required etiquette of the workplace - the significance of a positive Attitude at the workplace
Unit-IV	Employability & Entrepreneurship Skills
	Personal Strengths & Value Systems - Digital Literacy: A Recap - Money Matters – Preparing for Employment & Self Employment - Understanding Entrepreneurship Preparing to be an entrepreneur.

SUGGESTED READINGS:

- | | |
|---------------------------------------|--|
| 1. Introduction of Retail operations | RASCI publication |
| 2. In store cashier and Merchandising | RASCI publication |
| 3. Retail Management | Berman B., Evans, J.R. |
| 4. Retail Store Operations | Iyer, B. Sriram |
| 5. Retailing Management | IM. Levy and Weitz B.A, Levy, Michale & Barton |

Programme: BBA Retail Operations	Year:First	Semester:Second
CourseCode:BBARO203	Course Title: Sales Management and CRM	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To understand the concept of managing retail sales and planning for effective sales management
2	To perform Retail Sales process by demonstrating specialist products to the customers
3	To understand the importance of personalized Sales & Post sales Service
4	To identify promotional opportunities and estimate their potential to increase sales.
Sr. No.	Course Outcomes
1	The learner will be able to identify the customer's preferences and buying decisions when making sales.
2	The learner will be able to apply sales techniques to suggest suitable products to customers.
3	The learner will be able to Demonstrate specialist products to customers.
4	The learner will be able to provide personalized sales and post sales service in retail store
5	The learner will be able to identify opportunities to increase sales of products.

Unit-I	Retail Sales Planning
	Importance of planning; organizing schedules; significance of goal setting to achieve sales objectives; components of retail mathematics and its impact on profit and loss; elements of the buying cycle for the customer; importance of product knowledge; features and benefits of products.
Unit-II	Retail Sales Management
	Basics of category management; rudiments of retail department management; retail sales process; demonstration of products and specialist products; proposing solutions using FABING techniques; proposing appropriate solutions and alternative products; handling customer objections; closing the sale
Unit-III	Managing Sales
	Upselling and cross-selling and their impact on sales revenue; personalized selling and post-sales service; process of sales on credit; credit application process management.
Unit-IV	Sales Promotion and Customer Relationship Management
	Sales promotions in retail stores; planning and implementing promotional activities; customer relationship management; customer satisfaction and retention strategies; enhancing customer loyalty through effective retail sales practices.

SUGGESTED READINGS:

1. Retailing Management Levy, Michael, & Barton Weitz. Berman, Barry, Joel R Evans & Ritu Srivastava.
2. Retail Management | Gibson Vedamani

Sr. No.	Course Objectives
1	To understand the concepts of CRM.
2	To identify the elements of CRM.
3	To understand the process and practices of customer services.
Sr. No.	Course Outcomes
1	The learners will be able to understand the role of Customer Relationship Management.
2	The learners will be able to describe the elements of CRM.
3	The learner will be able to manage customer engagement by providing customer service in B2B retail environment
4	The learners will be able to handle customer service concerns and efficiently resolve them to the satisfaction of the customers.

Unit-I	Introduction to CRM
	Characteristics of customer touch points at the store and their significance wrt Sales and Customer Service, how to identify customer needs and buying behavior, benefits of Customer Relationship Management (CRM) and its implication on 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-II	Elements of CRM
	Elements of customer service management (Types of customers, complaint handling & resolution, delivery of reliable service, process for continuous improvement, significance of teamwork in meeting the expectations of customers, CRM systems and their uses.)
Unit-III	Customer Services
	processes and practices of customer engagement, providing customer service in B2B retail environment, how to handle customer service concerns, best practices followed in resolving customer complaints, decision-making processes in addressing customer service problem, addressing customer grievances, Customer Redressal System & strategies

Reference Books

1. Consumer Behaviour :The Indian Context (Concepts and Cases) - S Ramesh Kumar
2. Retail Supply Chain Management)- James B.Ayers ,Mary Ann Odegaard
3. e-Retailing Principles and Practice–D.P.Sharma
4. Retail Marketing in the Modern Age- Prashant Chaudhary

Programme: BBA Retail Operations	Year: First	Semester: Second
Course Code: BBARO204	Course Title: Fundamentals of Financial & Cost Accounting	
Credit:3	MINOR	

Sr. No.	Course Objectives
1	To understand the basic concept of accounting practices in retail organization.
2	To recognize the role of cost accountancy and cost management in retail store operations
3	To describe the common practices of accounting in a department of a business organization
Sr. No.	Course Outcomes
1	The learners will be able to understand basic accounting practices followed in retail environment.
2	The learners will be able to classify cost accountancy and cost management in retail store operations.
3	The learners will be able to perform accounting practices in retail store operations.

Unit-I	Introduction to Financial Accounting
	meaning, definition, objectives and scope; basic accounting practices in retail organizations, basic accounting terms, accounting principles in retail business, branches, uses and limitations of accounting, accounting concepts and conventions.
Unit-II	Final Accounts in Retail Business
	Final accounts in retail: meaning, need and objectives; trading account: meaning and need; profit and loss account: meaning and need; balance sheet: meaning and need; final accounts with adjustment entries, impact of the profit and loss account and balance sheet on the business goals of the organization, markup and markdown practices in retail, impact of markup and markdown on financial accounting and profits.
Unit-III	Departmental Accounting Practices
	Common accounting practices in the departments of a business organization, departmental accounting and the role of accountants, basis of allocation of expenses and incomes/receipts, inter-departmental transfer – at cost price and invoice price, stock reserve, departmental trading account, profit and loss account, and balance sheet.
Unit-IV	Cost Accounting
	Role of cost accountancy and cost management in retail store operations, 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. Basics of Accounting – T. S. Grewal

Programme: BBA Retail Operations	Year:First	Semester:Second
Course Code: BBARO205	Course Title: Introduction to Financial Literacy	
Credit:3	AEC	

Sr. No.	Course Objectives
1	To enable students to acquire essential knowledge and skills in personal financial management,
2	To enable students to acquire essential knowledge and skills in budgeting, saving, investing, and responsible use of credit,
3	Fostering financial independence, informed decision-making, and long-term financial well-being among students
Sr. No.	Course Outcomes
1	Describe the fundamental concepts of financial literacy, financial planning, and personal finance in daily life.
2	Demonstrate awareness of banking systems, digital payment mechanisms, and the role of financial institutions.
3	Evaluate various investment avenues and financial products for informed decision making.

Unit-I	Foundations of Financial Literacy and Financial Planning
	Understanding the need for financial literacy, financial education, financial planning and financial well-being, concept of financial planning, core concepts in personal finance, the power of compounding, developing financial goals and principles of investment, concept of risk and return.
Unit-II	Banking and Digital Finance
	Different types of bank accounts, opening a bank account and KYC requirements, modern-day banking and payment banks, fund transfer mechanisms in banking, safe use of digital payments: do's and don'ts, fintech, UPI, understanding credit and debit cards, Reserve Bank of India (RBI) and its functions.
Unit-III	Investment in Financial Products
	Investment avenues offered by securities markets, types of financial markets, operational aspects of securities markets, various risks involved in investing in securities markets, investment in bonds, sovereign gold bonds and gold, mutual funds: types of mutual funds and Systematic Investment Plan (SIP).
Unit-IV	Insurance, Retirement and Estate Planning
	Role of insurance and types of insurance products with their key features, importance of pension and its role in providing financial security in old age, National Pension System (NPS), key features of retirement planning, estate planning, importance of nomination, will and power of attorney (PoA).

SUGGESTED READINGS:

1. NCFE Financial Education Handbook
2. SEBI Investor Education Resources
3. RBI Financial Literacy Guide

Programme: BBA Retail Operations	Year:First	Semester:Second
CourseCode:BBARO206	CourseTitle:Human Values and Environmental Studies	
Credit:3	SEC	

Sr. No.	Course Objectives
1	The course aims to instill human values, ethical thinking, and a sense of responsibility towards society and the environment.
2	It encourages learners to develop a thoughtful approach to solving social challenges and promotes the creation of responsible, value-driven citizens.
Sr. No.	Course Outcomes
1	Understand and apply values and ethical principles in personal and professional life.
2	Analyse ethical dilemmas and make value-based decisions.
3	Demonstrate awareness of CSR and corporate governance practices.

Unit-I	Human Values in Management
	Human values: introduction, meaning, characteristics and types; developing value systems in Indian organizations, trans-cultural human values in management, Swami Vivekananda's philosophy of character building, Gandhi's concept of Seven Sins, A.P.J. Abdul Kalam's views on the role of parents and teachers.
Unit-II	Secular and Spiritual Values in Management
	Secular and spiritual values: introduction, features and levels of values, implementation features of spiritual values, Corporate Social Responsibility (CSR): nature, levels, phases and models, corporate governance, CSR and modern business tycoons – Ratan Tata, Azim Premji and Bill Gates.
Unit-III	Holistic Management
	Holistic approach to management through decision-making, the decision-making process, management principles from the Bhagavad Gita and Dharma, ethical and managerial dilemmas in business with case studies covering marketing, pharmaceutical organizations, privatization, liberalization, social media and cyber security, organic food, standardization and quality standards.
Unit-IV	Ecosystem and Environmental Laws
	Ecosystem: concept, structure and functions, biodiversity conservation, pollution control, sustainable development, Sustainable Development Goals (SDGs), circular economy and entrepreneurship; environmental laws covering international environmental conservation, National Green Tribunal, Air Quality Index (AQI), Indian traditional environmental knowledge, environmental management, Environmental Impact Assessment (EIA) and environmental audit.

SUGGESTED READINGS:

- | | |
|--|---------------------------|
| 1. A foundation course in Human Values and Professional Ethics | RR. Gaur, R. Sangal et al |
| 2. JUSTICE: What's the Right Thing to Do? | Michael J. Sandel |
| 3. Human Values | A. Tripathi |
| 4. Environmental Manager | NK. Uberos |

Programme: BBA Retail Operations	Year: Second	Semester: Third
Course Code: BBARO301	Course Title: Enterprise Resource Planning (ERP)	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To outline the overall Framework of an enterprise system.
2	To understand the need for an ERP solution in a retailing organisation.
3	To describe the importance and functions of computer application system.
Sr. No.	Course Outcomes
1	The learners will be able to discuss the features and factors that needs to be considered for ERP systems.
2	The learners will be able to describe the features, advantages and benefits of different functional modules of ERP used by Retail organizations (Small, Medium and Large).
3	The learners will be able to carry out accounting and other administrative functions of the job role on a computer.

Unit-I	Introduction to ERP
	Overarching structure of an enterprise system, evolution and utilities of Enterprise Resource Planning (ERP), risks and benefits of an ERP system, features of fundamental technology used in enterprise resource planning, factors that need to be considered in planning and designing of ERP systems, implementation of cross-functional integrated ERP systems.
Unit-II	ERP Solutions and Functional Modules
	Need for an ERP solution in a retailing organisation, characteristics and applications of ERP software solutions used by small, medium and large retail organisations, significance of Business Process Re-engineering (BPR) in ERP solutions with respect to business processes of a retail organisation, need for Business Process Management (BPM), co-relation between ERP solution and BPM of an organisation, elements of BPM lifecycle.
Unit-III	ERP Functional Modules in Retail Organisations
	Functional modules used in various functions and departments of a retail store (small, medium and large), features, advantages and benefits of different functional modules of ERP used by retail organisations (small, medium and large), emerging trends in ERP.
Unit-IV	Computer Skills
	Software and related skills required to carry out accounting and other administrative functions of the job role on a computer, importance and functions of computer applications, MS Office, Internet applications and email applications, orientation to POS software(s) in retail, introduction to CRM software.

SUGGESTED READINGS:

1. Enterprise Resource Planning Concepts: Understanding the Power of ERP for Today's Businesses Second Edition- Dr. Jill A O'Sullivan ,Gene Caiola
2. RetailStoreOperationsACompleteGuide-2020Edition-byGerardusBlokdyk

Programme: BBA Retail Operations	Year: Second	Semester:Third
Course Code: BBARO302	Course Title: FMCG/FMCD Sales & Distribution	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To explain the concept FMCG/FMCD.
2	To interpret the roles & responsibilities of stake holders in FMCG distribution system.
3	To describe the best practices followed in managing distribution team.
Sr. No.	Course Outcome
1	The learners will be able to identify product categories in FMCG/FMCD.
2	The learners will be able to influence people through personal effectiveness.
3	The learners will be able to apply the best practices followed in distributor and retailer relationships.

Unit-I	FMCG & FMCD
	Product categories in FMCG/FMCD, supply chain system in FMCG/FMCD (manufacturer, transportation system, storage, distribution and retailing, post-sale services).
Unit-II	Distribution System
	Roles and 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 System:
	Importance of data analysis and planning in sales, roles and responsibilities of a distributor salesperson.
Unit-IV	Sales Planning and Execution
	Territory, day-to-day planning, route and beat plans, target achievement, outlet categories, productivity metrics, merchandising and branding, stock management, order booking, objection handling and negotiation with retailers, process of effective sales calls.

SUGGESTED READINGS:

1. Distributor Sales man
2. Sales and Distribution Management|

RASCICourseware

Programme: BBA Retail Operations	Year:Second	Semester:Third
CourseCode: BBARO303	Course Title: Non-Store Retailing	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To understand the concepts of non-store retailing/ecommerce.
2	To identify the sales and marketing practices follow online-retailing.
3	To explain the acquisition process for e-Commerce platforms.
Sr. No.	Course Outcome
1	The learners will be able to describe the features of non-store retailing/ecommerce formats.
2	The learners will be able to explain the importance of technology platforms in e-Retailing.
3	The learners will be able to perform the seller acquisition process for e-Com platforms & Customer service fulfillment process.

Unit-I	Introduction to E-Retailing:
	Features of non-store retailing formats, significance of e-commerce, growth prospects in e-retailing and e-commerce.
Unit-II	E-Retailing Platform:
	Sales and marketing practices in e-retailing, importance of stakeholder management in e-commerce environment, technology platforms in e-retailing, customer service and product fulfillment process in e-commerce.
Unit-III	E-Retail Management:
	Significance of identifying competition and gathering market information to enhance business performance, significance of product catalogues on the e-commerce website, basics of category management on e-retailing platforms.
Unit-IV	E-Commerce Operations:
	Statutory guidelines for sales on e-commerce sites, seller acquisition process for e-commerce platforms.

SUGGESTED READINGS

1. e-Retailing Principles and Practice – D.P. Sharma
2. Seller Activation Executive – RASCI course material

Programme: BBA Retail Operations	Year:Second	Semester:Third
CourseCode: BBARO304	Course Title: Logistics and Supply Chain Management	
Credit:3	MINOR	

Sr. No.	Course Objectives
1	To understand the basics of supply chain and logistics.
2	To provide basic knowledge about Key Supply Chain Business Processes.
3	To provide basic knowledge about Purchasing and Supplier Management
	To understand role of IT in supply chain management.
Sr. No.	Course Outcome
1	The learners will be able describe the rudiments of supply chain management system
2	The learners will be able to outline the Key Supply Chain Business Processes.
3	The learners will be able to explain the importance of purchasing operations and supplier management.
4	The learners will be able to outline the role of IT in supply chain

Unit-I	Supply Chain Management and Logistics
	Introduction to supply chain management and logistics, integrated logistics management, concept, evolution, development, role, scope, functions and importance, new manufacturing and distribution practices, local and international supply chains, types, benefits and issues of supply chains, strategic, tactical and operational decisions, SCM building blocks, supply chain drivers and obstacles, international logistics, total cost concept and SCM trade-offs.
Unit-II	Key Supply Chain Business Processes
	Planning, sourcing, producing, distributing and paying, managing material flow and distribution, distribution and planning strategy, warehousing and operations management, transportation management, inventory management.
Unit-III	Purchasing and Supplier Management
	Sourcing and supplies management, outsourcing, global sourcing, vendor identification, selection, evaluation, development, supplier relationship management, supplier quality management, supply chain performance, SCM relationships, third party logistics and fourth party logistics.
Unit-IV	Supply Chain Network and Future Trends
	SCM network design and facilities development, SCM planning and development strategies, supply chain uncertainties, supply chain vulnerabilities, role of IT, IT-enabled SCM, future of SCM.

SUGGESTED READINGS

1. Logistics and Supply Chain Management
2. Supply Chain Management
3. Supply Chain Management

Martin Christopher
Sunil Chopra and Peter Meindal
N.Chandra sekharan

Programme: BBA Retail Operations	Year:Second	Semester: Third
CourseCode: BBARO305	Course Title: Public Relations	
Credit:3	AEC	

Sr. No.	Course Objectives
1	Understand the concepts, principles, and importance of Public Relations (PR) in business and retail.
2	Develop effective communication and relationship-building skills with customers, media, employees, and stakeholders.
3	Learn PR strategies for brand image, corporate reputation, and customer engagement.
	Understand the role of digital media and social media in modern public relations.
Sr. No.	Course Outcome
1	Explain the concepts, functions, and scope of Public Relations in organizations.
2	Develop communication strategies for internal and external stakeholders.
3	Design PR campaigns for retail businesses using traditional and digital media.
4	Apply media relations, event management, and customer engagement techniques.

Unit-I	Introduction to Public Relations
	Meaning, definition and nature of public relations, evolution and scope of PR, objectives and functions of PR, difference between PR, advertising, marketing and publicity, role of PR in retail business.
Unit-II	Media Relations and Publicity
	Print, electronic and digital media, writing press releases, media kits and press conferences, publicity planning, influencer and blogger relations, retail brand promotion through media, social media and public relations, online reputation management, digital content creation, brand storytelling, customer engagement through social media, PR analytics and performance measurement.
Unit-III	PR Strategies, Crisis Communication and Ethics
	PR strategies for retail organizations, customer relationship management (CRM), store image and brand reputation, community relations, corporate social responsibility (CSR), event planning and promotional activities, crisis management process, handling customer complaints, product recall communication, reputation recovery strategies, ethics in public relations, legal issues in PR.
Unit-IV	Practical Applications of Public Relations
	Writing a press release, designing a retail PR campaign, preparing a media kit, social media content calendar, crisis communication case study, organizing a retail event plan, brand reputation analysis, presentation on successful PR campaigns.

SUGGESTED READINGS

1. Effective Public Relations
2. Public Relations: Strategies and Tactics
3. Marketing Management
4. The Practice of Public Relations

Cutlip, Center& Broom
Dennis L. Wilcox
Philip Kotler & Kevin Keller
Fraser P.Seitel

Programme: BBA Retail Operations		Year: Second	Semester: Third
Course Code:BBARO306		Course Title: Physical Education & Yoga	
Credit:3		SEC	
Sr. No.	Course Objectives		
1	The course helps students understand the significance of yoga and its practical applications for holistic well-being, including subtle energy systems		
2	It explores different paths of yoga and the Eight Limbs to promote physical, mental, and spiritual harmony, while applying yogic principles to manage psychosomatic ailments and build resilience		
Sr. No.	Course Outcome		
1	Understand and practice basic yoga techniques for physical and mental well-being.		
2	Explain the importance of physical fitness and adopt healthy lifestyle habits.		
3	Apply knowledge of wellness and stress management techniques.		

Unit-I	Introduction to Yoga
	Yoga: meaning and definition, importance of yoga in 21st century, introduction to yogic anatomy and physiology, yoga and sports, yoga for healthy lifestyle, types of yoga: Hatha yoga, Laya yoga, Mantra yoga, Bhakti yoga, Karma yoga, Jnana yoga, Raj yoga.
Unit-II	Yogic Practices and Psychological Aspects
	Study of Chakras, Koshas, Pranas, Nadis, Gunas, Vayus and its application in yogic practices, Ashtang Yoga: Yama, Niyama, Asana, Pranayama, Pratyahar, Dharna, Dhyana, Samadhi, benefits, utilities and their psychological impact on body and mind, concept of normality in modern psychology according to yoga, concept of personality and its development, yogic management of psycho-somatic ailments: frustration, anxiety and depression.
Unit-III	Sports for Physical Fitness
	Meaning and definition, physical activity concept, benefits of participation in physical activities, components and significance of physical fitness: health, skill and cosmetic fitness, types of physical activities: walking, jogging, running, calisthenics, rope skipping, cycling, swimming, circuit training, weight training, adventure sports, principles of physical fitness, warming up, conditioning, cooling down, methods to develop and measure health and skill related components of physical fitness, measurement of health-related physical fitness (HRPF).
Unit-IV	Physical Wellness, Nutrition and Weight Management
	Physical wellness: concept, components, types of wellness: psychological, social, emotional and spiritual, significance with reference to positive lifestyle, concepts of quality of life and body image, factors affecting wellness, wellness programmes, concept of nutrients, nutrition, balanced diet, dietary aids and gimmicks, energy and activity: calorie intake, energy balance equation, obesity: concept, causes, obesity-related health problems, weight management through behavioural modifications.

SUGGESTED READINGS

- | | |
|--|--------------------------------|
| 1. Yog Dawra Kaya Kalp. | Anand O P. Sewasth Sahitya |
| 2. Nutrition Now | Brown, J.E. Thomson-Wadsworth. |
| 3. Fitness & Wellness-Concepts. | Corbin et al. |
| 4. Principles and Labs for Fitness and Wellness, | Hoeger, W W K and S.A. Hoeger. |
| | Thomson Wadsworth. |
| 5. Physical Education | Kamlesh, M. I, & Singh, M. K |

Programme: BBA Retail Operations	Year:Second	Semester:Third
Course Code: BBARO401	Course Title: Team Management-I	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To understand the significance of leading a team
2	To Know the importance of work planning and implementation
3	To understand the aspects of team performance management
Sr. No.	Course Outcome
1	The learners will be able to explain the role and responsibilities of a team leader.
2	The learners will be able to explain the rudiments of work planning and work implementation.
3	The learners will be able to explain the elements of team performance management

Unit-I	Leading a Team
	Roles and responsibilities of a team leader, team's purpose, and targets, responsibility for contributing to the team's success, importance of sharing work fairly with team members, importance of being a reliable team leader, importance of maintaining team morale, circumstances when morale is likely to flag, kinds of encouragement and support valued by colleagues, importance of following company's policies and procedures, handle business communication mediums effectively, communicating effectively with stakeholders and customers, developing and sustaining effective working relationships with stakeholders.
Unit-II	Work Planning and Implementation
	Elements of work planning, prioritizing and scheduling, elements of high-performance team, importance of planning and selecting a team in alignment with team and business goals, interviewing skills, significance of business ethics and values, basic principles of leadership, main styles of leadership, how own skills and qualities relate to the main features of leadership.
Unit-III	Leadership Development and Change Management
	Building trust and respect in leadership, planning and organizing, leading change and innovation, virtual/remote leadership techniques and practices, principles of effective communication and how to apply them in managing a team.
Unit-IV	Performance Management
	Diversity of expertise, knowledge, skills and attitudes required to achieve team purpose, setting SMART (Specific, Measurable, Achievable, Realistic and Timebound) business goals, planning the achievement of store team objectives and importance of involving team members in this process, co-relation between personal work objectives contributing to achievement of team objectives, coaching and feedback, purpose of coaching, situations when coaching is used, benefits of coaching, coaching styles and techniques.

SUGGESTED READINGS

- | | |
|--|-----------------------|
| 1. Retail Team Leader | RASCI Course Material |
| 2. Retail Manager's Handbook | AndraWheeler |
| 3. The Art of Luxury Selling: How to Engage Sales Teams to Establish a Culture of Service Excellence | Peter Aristodemou |

Programme: BBA Retail Operations	Year:Second	Semester:Fourth
CourseCode:BBARO402	Course Title: Store Operation Management	
Credit:4	CORE	

Sr.No.	Course Objectives
1	To understand the concept of inventory management.
2	To organise and manage visual merchandising displays at the retail store.
3	To organize and ensure availability of products for sale on the sales floor
Sr.No.	Course Outcomes
1	The learners will be able to explain the importance of inventory management
2	The learners will be able to explain the process of managing product displays & visual merchandising displays.
3	The learners will be able to explain the importance of ensuring availability of products on the sales floor always.

Unit-I	Inventory Management
	Inventory management and its impact on profit margins, features of valuation of inventories (stock), meaning, definition, applicability, valuation of inventory (FIFO, WAM), disclosure in final account, explanation with illustrations, process of stock management on the sales floor.
Unit-II	Product Display
	Elements in creating an attractive product display, methods of selecting appropriate products to suit the display types, positioning the product labels appropriately while conforming to legal and operational standards, legal requirements for labeling the products on the shelf, standards of the product display throughout on the shelf
Unit-III	Visual Merchandising Planning and Execution
	principles of visual merchandising, Design brief, role of design brief in creating a visual merchandising display, merchandiser or buyer consultations for finalization of merchandise and props, potential places to put the display, role of light, colour, texture, shape and dimension in VM, role of visual merchandising displays in marketing, promotional and sales campaigns.
Unit-IV	Sales Floor Product Management
	Vendor and supplier relationship management, staff guidance for product display, modifying product displays, organisational procedures and records, legal requirements for product descriptions and prices, display standards, cleaning and preparation of shelves, security, health and safety requirements, customer legal rights, display-related risks and impact of displays on sales targets.

SUGGESTED READINGS

1. Customer Relationship Management Urvasic Makkarcc & Harindar kumar Makkar
2. Retailing Management Text & Cases Swapna Pradhan
3. Retailing Management David Gilbert
4. Consumer Behaviour: Insights from Indian markets Ramanuja Majumdar

Programme: BBA Retail Operations	Year:Second	Semester:Fourth
Course Code: BBARO403	Course Title: Team Management-II	
Credit:4	CORE	

Sr. No.	Course Objectives
1	To understand the concepts of conflict management.
2	To describe the process of conducting performance review.
3	To identify the importance of decision-making and problem-solving
Sr. No.	Course Outcome
1	The learners will be able to identify the methods and techniques that can be used to Manage conflicts in team.
2	The learners will be able to describe the importance of feedback and coaching.
3	The learners will be able to know the importance of decision making and solving problems

Unit-I	Causes and Effects of Conflict in the Workplace
	Cause and effect of conflict in the place of work: causes of conflict between individuals, common causes of conflict between groups/teams, effects of conflict on individuals, and effects of conflict on a group/team.
Unit-II	Workplace Behaviour and Conflict Prevention
	Types of behaviour that are unacceptable in a work situation: acceptable behaviour in the workplace, types of behaviour that are unacceptable in a work situation, how conflict in a work situation can be prevented, methods that can be used in a work situation to prevent conflict, and employer and team leader responsibilities with reference to conflict in the workplace.
Unit-III	Team Performance Review
	Process of conducting performance review: the appraisal process, assess individual/team performance against expected objectives, goals, constructive feedback through reflecting on individual personal strengths and weaknesses, preparing a development plan to support performance improvement, importance of keeping skills and knowledge up to date, how to improve own performance through learning, identify areas for development, produce an action plan for self-development.
Unit-IV	Decision Making and Solving Problems
	Decision making and solving problems: importance of decision making, types of decision making and their importance, components of decision making, process of decision making, key leadership styles, types of decision making relating to leadership styles, problem-solving process, decision-making process to solve problems, making decisions in a crisis, and creative decision making when solving problems.

SUGGESTED READINGS

- | | |
|--|---------------------|
| 1. RetailTeamLeader | RASCICourseMaterial |
| 2. Retail Manager's Handbook | Andra Wheeler |
| 3. The Art of Luxury Selling: How to Engage Sales Teams to Establish a Culture of Service Excellence | Peter Aristodemou |

Programme: BBA Retail Operations		Year:Second	Semester:Fourth
Course Code:BBARO404		Course Title: Human Resource Management	
Credit:3		MINOR	
Sr. No.	Course Objectives		
1	To help the learners understand the concept of HRM.		
2	To know how HR managers create policies for effective people management.		
3	To interpret the roleof HR managers in contemporary organisations.		
Sr. No.	Course Outcomes		
1	The learners will be able to comprehend the functions of HRM.		
2	The learner will be able to learn how HR policies can be framed.		
3	The learner will be able to draw strategies to maintain peaceful industrial relations.		

Unit-I	Introduction to Human Resource Management
	Human Resource Management: Concept, Functions, roles, skills & competencies, HRD definition, goals and challenges. The changing environment of HRM – globalisation, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organizations
Unit-II	Employee Acquisition and Development
	HR Planning: Process, Significance and Integration with Strategic Planning. Job Analysis: Concept and Components. Recruitment: Concept, Sources and Assessment of Recruitment Techniques. Selection: Concept and Procedure. Placement and Induction, Job Design: Approaches and Techniques of Job Design. Training and Development: Concept, Need, Objectives and Methods, Stages in Training Process
Unit-III	Employee Assessment and Compensation
	Performance Appraisal: Concept, Objectives, Process and Techniques. Job Evaluation: Concept, Objectives and Techniques. Employee Remuneration: Concept of Wage and Salary, Reward Management. Fringe Benefits and Incentive Payments.
Unit-IV	Industrial Relations
	Industrial Relations: Concept, Objectives, Approaches and Actors of Industrial Relations. Discipline: Disciplinary Procedure, Objectives and Aspects of Discipline. Grievance Procedure: Characteristics, Need and Model Grievance Procedure. Trade Unionism: Concept, Functions, Objectives and Problems of Trade Unions. Collective Bargaining and Industrial Disputes.

SUGGESTED READINGS

1. Human Resource and Personnel Management
2. Personnel and Human Resource Management
3. Human Resource Management

K. Aswathappa
P.S. Rao & V.S. PRao
John H Bernardin

Programme: BBA Retail Operations		Year:Second	Semester:Fourth
Course Code: BBAR 405		Course Title: A.I in Business	
Credit:3		AEC	
Sr. No.	Course Objectives		
1	The course develops an understanding of artificial intelligence concepts and their relevance to business.		
2	It enables students to analyze AI-driven decision-making and its organizational impact		
3	Develop an understanding of the ethical issues involved		
Sr. No.	Course Outcomes		
1	Explain the fundamental concepts of AI, machine learning, and neural networks.		
2	Analyse the impact of AI on business models and value creation.		
3	EvaluateAI-based decision-making systems and their limitations.		
Unit-I	Introduction to Business Ethics & Social Responsibility -		
	Foundations: The artificial neuron, neural networks, training, gradient descent to deep nets, language and vision models, narrow, and general intelligence, generative AI AI, strategy and business models: Digital business strategy, enterprise to eco systems, digital platforms, competition and smart connected products, business models in AI, Business value of AI: AI-business value mechanism, value creation, AI for business functions-Marketing, Operations, and HR; and business domains-Manufacturing,		
Unit-II	Algorithmic Decision Making		
	Machines for decisions, learning algorithms-decision support to decision-making, conversational agents and anthropomorphism, social structure, demographic disparity and prejudice, the spectrum of cognitive biases, social media and the echo chamber effects, the changing role of general managers; interpretability, explain ability and decision stakes, accuracy vs interpretability, solutions and limitations		
Unit-III	AI Risks and Risk Management		
	AI Risks: AI risk and sources, AI bias, types of bias, hallucination and jail breaking, business-AI alignment; risk management-technological solutions: unlearning and forgetting, robustness checks, debasing, data sharing, and differential privacy.		
Unit-IV	AI Risks and Risk Management		
	Responsible AI and regulation: fairness and its categories, fair equality of opportunities, philosophy of policy, fairness and policy, model selection for fairness, governance and regulation, human values vs market-oriented regulation, AI innovation-regulation trade-off, and emerging regulations and compliance in select geographies.		

SUGGESTED READINGS

1. Prediction Machines: The Simple Economics of Artificial Intelligence Ajay Agrawal, Joshua Gans & Avi Goldfarb
2. Artificial Intelligence Basics: A Non-Technical Introduction Tom Taulli
3. Iansiti & Karim R. Lakhani
4. Artificial Intelligence for Business Doug Rose

Programme: BBA Retail Operations		Year:Second	Semester:Fourth
Course Code: BBAR405		Course Title: Social Responsibility and community engagement	
Credit:3		CO-CURRICULAR COURSE	
Sr. No.	CouseObjectives		
1	The objective is to understand the interrelationship between business and society.		
2	To develop ethical decision-making skills, and recognize the role of CSR in sustainable development,		
3	To foster engagement with community issues and rural life.		
Sr. No.	CouseOutcomes		
1	Evaluate business decisions based on ethical and social considerations.		
2	Apply ethical frameworks in resolving managerial dilemmas.		
3	Analyse and design CSR strategies aligned with sustainability goals.		

Unit-I	Introduction to Business Ethics & Social Responsibility
	Concept & need: Meaning of social responsibility, need for CSR, arguments for /against social responsibility. Business Ethics: Definition, Sources, ethics and morality, ethical management, personal and organizational integrity. Ethical Dilemmas: Conflicts of interest, sexual harassment, bribery, unfair wages, whistleblower mechanisms.
Unit-II	Corporate Social Responsibility (CSR) Frameworks
	Theories of CSR: Stakeholder Theory (owners, employees, consumers, community, Government,) Carroll's Pyramid of CSR. Legal Framework: Companies Act. 2013 (Section 135) regarding CSR in India, mandatory CSR expenditure, CSR committee. Sustainability & ESG: Environmental sustainability, Climate change, carbon footprint, ESG (Environmental, Social, and Governance) reporting.
Unit-III	Community Engagement and Rural Development
	Community Relations: impact of business on community, community development projects; Rural Engagement: understanding rural life, local culture, and challenges; NGO & Community Based Organizations (CBOs): role of NGOs, self-help groups (SHGs), and Mahila Mandals in community development; Social Entrepreneurship: using business models to solve social problems.
Unit-IV	Environmental Responsibility and Consumer Protection
	Environmental Protection: business and ecology, pollution control, waste management, and green technology; Consumer Rights & Protection: consumer rights, consumer awareness, and Consumer Protection Act; Ethical Marketing: responsible advertising, ethical pricing, and labelling.

SUGGESTED READINGS

1. Case Studies: Analysing ethical lapses (e.g., corporate scams) and successful CSR initiatives.
2. Role Plays: Simulating board meetings, ethical dilemmas, and stakeholder negotiations.
3. Field Visits: Direct interaction with NGOs, rural, or underserved communities.

Semester-V		
Code	Course Title	Credit
F120501	Retail Marketing Strategy (MOOC Course)	2
F120502P	APPERENTICESHIP-I	23
TotalCredit		25

Semester-VI		
Code	CourseTitle	Credit
F120501	Digital Transformation in Business	2
F120502P	APPERENTICESHIP-I	23
TotalCredit		25