

**VIVEKANAND EDUCATION SOCIETY'S COLLEGE OF ARTS,
SCIENCE, AND COMMERCE (AUTONOMOUS)**

SINDHI SOCIETY, CHEMBUR, MUMBAI

BACHELOR OF ARTS (Economics + Commerce)

NEP CREDIT STRUCTURE

CATEGORY	CREDITS
MAJOR	MANDATORY:48 (Three years course) +28 = 76 (Four Years Honours course)
	ELECTIVES 4+4= 8
MINOR	18
GENERIC ELECTIVE	12
VOCATIONAL SKILL ENHANCEMENT COURSE (VSC)	10
SKILL ENHANCEMENT COURSE (SEC)	6
ABILITY ENHANCEMENT COURSE (AEC) i) English: 04 ii) Modern Indian Language: 04	8
INDIAN KNOWLEDGE SYSTEM (IKS)	2
VALUE EDUCATION COURSE (VEC)	4
NSS/NCC/SPORTS/ CULTURAL/ INTERNSHIP/FIELD PROJECT	18 +4
TOTAL	132 (3 years) +44=176 (4th Year)

T.Y.B.A. Commerce NEP-2020 Course Structure for Academic Year 2025-26

Semester-V	
Major Mandatory Subjects	1. Commerce VII- Human Resource Management I (4 Credits) 2. Commerce VIII- Export Management I (4 Credits)
Major Elective Subjects	1. Business Ethics and Corporate Social Responsibility (4 Credits) 2. Consumer Behaviour (4 Credits)
Vocational Skill Course (VSC)	1. Retail and Sales Management (VSC)
Minor Subjects	1. Fundamentals of Human Resource Management (4 Credits)
Field Project (FP)	2 Credits

Semester-VI	
Major Mandatory Subjects	1. Commerce IX - Human Resource Management II (4 Credits) 2. Commerce X- Export Management II (4 Credits) 3. Commerce XI - Investment Planning (2 credits)
Major Elective Subjects	1. Business Ethics and CSR (4 Credits) 2. Consumer Behaviour (4 Credits)
Vocational Skill Course (VSC)	-----
Minor Subjects	1. Fundamentals of Financial Management (4 Credits)
Apprenticeship or Internship (OJT)	4 Credits



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NEP HOLISTIC DEVELOPMENT CURRICULUM FRAMEWORK

Syllabus for

Program: T.Y.B.A (Economics+Commerce)

Undergraduate Programme

As per NEP 2020

with effect from Academic Year 2023 - 2024

Program Outcomes (PO):

A learner completing Bachelor of Arts (B.A.) will be able to:

PO-1 - Demonstrate analytical skills in applying appropriate arts principles and methodologies to solve a wide range of problems.

PO-2 - Design, carry out research and analyze results by accounting for uncertainties in different quantities measured using various social/ scientific instruments.

PO-3 - Demonstrate professional behavior of being unbiased, and truthful in all aspects of work as an individual as well as team.

PO-4 - Be generally imbibed with realization of human values

PO-5 - Develop a sense of social service

PO-6 - Become a responsible and dutiful citizen

PO-7 - Develop a critical temper and creative ability

PO-8 - Acquaint the learner with knowledge of subjects like Economics, Psychology, Sociology, Business and Commerce

Program Specific Outcomes (PSO's)

On completion of Bachelor of Arts (B.A.) program, learners will be enriched with knowledge and be able to:

PSO-1 Use Economics concepts and its applications in different areas and establish linkages with other interdisciplinary/ social science/ commerce subjects

PSO-2 Demonstrate competence in problem solving skills in Microeconomics, Macroeconomics, Growth and Development, International Economics, Industrial and Labour Economics.

PSO-3 Build a sound base for various post graduate courses in Economics and related fields.

PSO-4 Understand the concepts of Business, Service Sector, Financial Management, Marketing and apply in current business scenario.

PSO-5 Acquire knowledge about Management, Human Resource Management and International business exploring different career opportunities in the field of Commerce.



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VIVEKANAND EDUCATION SOCIETY'S COLLEGE OF ARTS, SCIENCE AND COMMERCE (AUTONOMOUS)

NEP HOLISTIC DEVELOPMENT CURRICULUM FRAMEWORK

For

T. Y. B.A(ECONOMICS + COMMERCE) (Sem-V)

Commerce VII – Human Resource Management- I

(Major Course)

Undergraduate Programme

From

Academic year

2025-26

**T. Y. B.A (Economics+Commerce) SEMESTER V
(Major Course)**

COURSE TITLE: Commerce VII – Human Resource Management- I

COURSE CODE: UMMCAS5-301 [CREDITS - 04]

Course Learning Objective		
The objective of this course is to make the learners aware about conceptual knowledge and functions Human Resource Management.		
Course Learning Outcomes		
After completion of this course learners will be able to: CO-1- Understand the basic concepts of human resource management and its functions. CO-2 – Get acquainted with the knowledge of aspects of human resource planning and human resource development. CO-3 - Have understanding of functions of training and performance appraisal. CO-4- Understand concepts of Promotion, Transfer, Separation, Absenteeism and Turnover.		
UNIT	Name of the Unit	No. of Lectures
1.	Human Resource Management and Human Resource Planning <ul style="list-style-type: none">• Human Resource Management- Meaning, Features, Significance, Functions, Challenges• Human Resource Planning- Meaning, Need, Process, Factors, Benefits• Job Analysis- Meaning, Contents, Uses, Process, Techniques	(15 L)
2.	Recruitment and Selection <ul style="list-style-type: none">• Recruitment- Meaning, Sources, Factors, Policy• Selection- Meaning, Process, Selection Tests, Induction• Interview- Meaning, Types, Limitations, Effective Interview	(15 L)

3.	Human Resource Development <ul style="list-style-type: none"> ● Training and Development - Meaning, Importance, Methods, Evaluation of Effectiveness of Training ● Performance Appraisal- Meaning, Uses, Methods, Limitations, Process ● Career Planning- Concept and Importance, Managing Talent & Succession Planning, Addressing Performance Issues: Counseling, Coaching, and Mentoring 	(15 L)
4.	Promotions, Transfer and Employee issues <ul style="list-style-type: none"> ● Promotion- Meaning, Objectives, Policy, Transfer- Meaning, Purpose, Policy, ● Separation- Meaning, Causes ● Employee Absenteeism- Meaning, Causes, Effect, Remedial Measures ● Employee Turnover- Meaning, Causes, Effect, Remedial Measures 	(15 L)
Ref:	<ul style="list-style-type: none"> ● <i>Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.</i> ● <i>Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff.</i> ● <i>Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques,</i> ● <i>Quarum Books, Greenwood, 1995.</i> ● <i>Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford.</i> ● <i>Greenhaus, J.H., Career Management, Dryden, New York.</i> ● <i>Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford.</i> ● <i>Subba Rao, Human Resources Management.</i> ● <i>Michael Porter;HRM and Human Relations.</i> ● <i>M.N. Rudrabasavaraj: Cases in Human Resource Management –Himalaya Publishing House –NewDelhi,</i> ● <i>1998</i> ● <i>Decenzo, D.A. and Robbins, S. P.,Fundamentals of Human Resource Management, Wiley, India.</i> ● <i>Dessler, G. and Varkkey, B., Human Resource Management,Pearson Education, Delhi.</i> 	

	<ul style="list-style-type: none"> ● Chhabra, T.N., <i>Human Resource Management</i>, Dhanpat Rai & Co., Delhi. ● Aswathappa K., <i>Human Resource Management</i>, Tata McGraw, Hill, New Delhi. ● H. John Bernardin and Richard W. Beatty: <i>Performance Appraisal: Human Behavior at work</i> – Boston: Kent, 1984 ● George T. Milkovich and John W. Boudream: <i>Personnel / Human Resources Management: A Diagnostic Approach</i>, 5th Edn. Plano, TX: Business Publications, 1998. ● Lepak, David & Gowan, Mary. <i>Human Resource Management</i>. Dorling Kindersley (India). ● Khanna, S.S. <i>Human resource Management (Text and Cases)</i>. S. Chand, New Delhi. ● Sadri, J., Sadri, S., Nayak, N., <i>A Strategic Approach to Human Resource Management</i>, JAICO Publishing House. ● Davar, R. S. <i>Personnel Management and Industrial Relations</i>. Vikas Publication, Noida ● Robbins, Stephen P. <i>Organisational Behaviour</i>. Pearsons Education, New Delhi ● Keith Davis - <i>Human Behavior at work</i> ● Chris Libert - <i>The Human in Organisation</i> ● Koontz & O'Doneill - <i>Management</i> ● Herbert G. Hicks - <i>The Management & Organisation</i> ● Hersey Paul - <i>Utilizing Human Resource</i> 	
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MODALITY OF ASSESSMENT

The performance of the learners for those exams having Semester End Examinations and Internal Assessment shall be evaluated in two parts as per the following ratio:

Semester End Examination: Internal Assessment [60:40]

The learner's performance shall be assessed by conducting the **Semester-end Examination with 60% marks** and **Continuous Internal Assessment (CIA) with 40% marks**. Practical

Examination will consist of Semester-end examination.

Students will have to score 40% of marks INDIVIDUALLY in Internal assessment as well as Semester-end Examination to pass the course.

Internal Assessment: It is defined as the assessment of the learners on the basis of internal evaluation by way of participation of learners in various academic and correlated activities in the given semester of the programme.

Semester End Assessment: It is defined as the assessment of the learners on the basis of Performance in the Semester-end Theory/ Practical examination.

Table-1-

Mode of Assessment under NEP 2020

Name of the course	Nature of Evaluation & Mode of Assessment	Credits	Duration	Marks
Major Course - Commerce VII – Human Resource Management- I (Theory)	1. Internal (40%) (Table 2)	4-Credits		40
	2. Semester-end Examination (60%)		2 hours	60

Table - 2

Theory - Mode of assessment-Continuous Internal Assessment [40%]

Evaluation type
<ol style="list-style-type: none"> 1. Assignments. 2. Project based learning activities (Group Discussion Research/ Case studies/ Reports / Assignments / Presentations / Skit / Poster / etc.). 3. Class Test (Objective - Multiple Choice Questions/ Subjective). 4. Active participation in class activities. 5. Overall conduct as a responsible student with respect to good behaviour, leadership qualities, interpersonal skills etc.

Table – 3

Question Paper Pattern for Semester End Examination

Total Marks: 60

Q.1 Answer Any Two of the following Out of Three questions - Unit – I (15)

- a.
- b.
- c.

Q.2 Answer Any Two of the following Out of Three questions - Unit – II (15)

- a.
- b.
- c.

Q.3 Answer Any Two of the following Out of Three questions - Unit – III (15)

- a.
- b.
- c.

Q.4 Answer Any Two of the following Out of Three questions - Unit – IV (15)

- a.
- b.
- c.



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Syllabus for

Program: B.A. (COMMERCE)

(Program code: VESUACO)

Undergraduate Programme

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**NEP HOLISTIC DEVELOPMENT CURRICULUM
FRAMEWORK**

For

T. Y. B. A. (Sem-V)

Commerce VIII - Export Management I

(Major Course)

Undergraduate Programme

From

Academic year

2025-26

T. Y. B. A. SEMESTER V
(Major Course)

COURSE TITLE: Commerce VIII - Export Management I

COURSE CODE: UMMCAS6-201[CREDITS - 04]

Course Learning Objective
The objective of this course is to make the learners aware of basic concepts of export management and current trends in international business.
Course Learning Outcomes
After completion of this course, learners will be able to: <ol style="list-style-type: none">1. Get acquainted with the concept of Export Management and India's Export trade.2. Understand the various types of Tariff & Non-Tariff Barriers, the positive & negative implications of the WTO3. Analyse the Foreign Trade Policy 2021-26 and the role of DGFT in promoting India's export trade.4. Evaluate the export incentives and assistance available to Indian exporters.

UNIT	Name of the Unit	No. of Lectures
1.	Introduction To Export Management <ul style="list-style-type: none">● Export Management - Meaning, Features, Importance for export for the country and the firm, Distinction between domestic marketing and export marketing● India's Export Trade - Composition and Direction of India's export trade since 2020, Export of services from India● Opportunities & Challenges - Opportunities and growth for Indian exports in Sunrise sectors (Pharmaceuticals, Software, Agro-based and Organic products & Engineering goods), Challenges in Export Management	(15 L)

2.	Global Framework for Export Management <ul style="list-style-type: none"> ● Trade regulations - Trade Barriers, Tariff and Non-tariff barriers, Distinction between Tariff and Non-tariff barriers. ● Major Regional economic groupings of the World - EU (European Union), ASEAN (Association of Southeast Asian Nations), NAFTA (North American Free Trade Association), and SAARC (South Asian Association for Regional Cooperation), Effects of Trade Blocs on international trade. ● World Trade Organisation (WTO) - Objectives & Functions of WTO in international trade, Agreements, Positive and Negative Implications of WTO 	(15 L)
3.	India's Foreign Trade Policy <ul style="list-style-type: none"> ● Foreign Trade Policy 2023-2028 - Key Highlights and Implications, Export trade facilitations and ease of doing business as per the new FTP ● Key Components of India's Export Framework - Role of Director General of Foreign Trade (DGFT), Negative list of exports, Deemed exports ● Benefits - Benefits to Status Holders and Towns of Excellence - Common benefits for EHTP, BTP and STP - Benefits enjoyed by IIAS, SEZ, EOU, AEZ 	(15 L)
4.	Export Incentives and Assistance <ul style="list-style-type: none"> ● Financial Incentives available to Indian Exporters - Marketing Development Assistance (MDA), Market Access Initiative (MAI) ● Institutional Assistance to Indian Exporters - Federation of Indian Export Organisations (FIEO), India Trade Promotion Organisation (ITPO), Export Promotion Councils (EPCs) & Commodity Boards (CBs), Indian Institute of Foreign Trade (IIFT), Indian Institute of Packaging (IIP) ● Schemes - Export Promotion Capital Goods (EPCG) Scheme, Duty Drawback (DBK) 	(15 L)
Ref:	<ul style="list-style-type: none"> ● International Marketing and Export Management, Albaum ● International Marketing and Export Management, Gerald Albaum (Author), Marian Burk Wood (Author), Edwin Duerr (Author) ● Fundamentals of Multinational Finance with International Marketing and Export Management ● International Finance, ISBN Number: 978-93-5142-272-3, Dr. P.G. Gopalakrishnan, Prof. (Mrs) Nandini Jagannarayan ● International Marketing, Philip R. Cateora ● A Basic Guide to Exporting, by Jason Katzman 	

MODALITY OF ASSESSMENT

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Table-1-

Mode of Assessment under NEP 2020

Name of the course	Nature of Evaluation & Mode of Assessment	Credits	Duration	Marks
Major Course - Commerce VIII - Export Management I	1. Internal (40%) (Table 2)	4-Credit	-	40
	2. Semester-end Examination (60%)		2 hrs	60

Table - 2

Theory - Mode of assessment- Continuous Internal Assessment [40%]

Evaluation type
<ol style="list-style-type: none"> 1. Assignments. 2. Project-based learning activities (Group Discussion, Research/ Case studies/ Reports / Assignments / Presentations / Skit / Poster / etc.). 3. Class Test (Objective - Multiple Choice Questions/ Subjective). 4. Active participation in class activities. 5. Overall conduct as a responsible student concerning good behaviour, leadership qualities, interpersonal skills, etc.

Table 3

Question Paper Pattern for Semester-End Examination

Total Marks: 60

Q.1 Answer Any Two of the following Out of Three questions - Unit – I (15)

a.

b.

c.

Q.2 Answer Any Two of the following Out of Three questions - Unit – II (15)

a.

b.

c.

Q.3 Answer Any Two of the following Out of Three questions - Unit – III (15)

a.

b.

c.

Q.4 Answer Any Two of the following Out of Three questions - Unit – IV (15)

a.

b.

c.



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(Program code: VESUACO)

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**NEP HOLISTIC DEVELOPMENT CURRICULUM
FRAMEWORK**

For

T. Y. B. A. (Sem-V)

Business Ethics & Corporate Social Responsibility

(Major Elective Course)

Undergraduate Programme

From

Academic year

2025-26

T. Y. B. A. SEMESTER V
(Major Elective Course)

COURSE TITLE: Business Ethics and Corporate Social Responsibility

COURSE CODE: UMMCAS5-201[CREDITS - 04]

Course Learning Objective
The objective of this course is to make the learners aware of basic concepts of Business ethics and Corporate Social Responsibilities of business.
Course Learning Outcomes
After completion of this course, learners will be able to: <ol style="list-style-type: none">1. Get acquainted with the concept of Business Ethics2. Understand the scope of ethics in Marketing, Finance and Human Resource Management3. Gain knowledge about the concept of corporate governance and the role of SEBI in ensuring corporate governance.4. Evaluate the concept of CSR and Sustainability.

UNIT	Name of the Unit	No. of Lectures
1.	Introduction To Ethics and Business Ethics <ul style="list-style-type: none">● Introduction to Ethics - Definition & Concept of Ethics, Sources of Ethics, Nature of Ethics: Personal, Professional, Managerial, Characteristics of Ethics● Business Ethics - Meaning, Objectives, Scope of Business Ethics towards Society and Stakeholders, Principles of Business Ethics, 3 Cs of Business Ethics, Business practices (Fair & Unfair)● Ethical Perspectives - Gandhian approach in Management and Trusteeship and its importance in modern business, Ethics vs. Law: A comparative perspective, Ethical challenges in business	(15 L)

2.	Ethics in Marketing, Finance and HRM <ul style="list-style-type: none"> ● Ethics in Marketing - Ethical issues in Marketing Mix, Unethical marketing practices in India, Ethical dilemmas in marketing ● Ethics in Finance - Scope of Ethics in financial Services, Ethics of a Financial Manager, Ethics in taxation, Insider trading ● Ethics in Human Resource Management - Concept and Importance of workplace ethics, Workplace discrimination - Types, Importance of employee code of conduct, Ethical leadership - Components and Benefits 	(15 L)
3.	Corporate Governance <ul style="list-style-type: none"> ● Introduction to Corporate Governance - Definition, Concept, Importance, Principles, Benefits of Good Governance ● Theories - Agency Theory, Stakeholder Theory, Stewardship Theory ● Roles and Policy - Role of SEBI in ensuring Corporate Governance - Role of shareholders and stakeholders in governance - Whistle-Blowing Policy 	(15 L)
4.	Corporate Social Responsibility (CSR) <ul style="list-style-type: none"> ● Introduction to CSR - Meaning, Evolution of CSR, Scope of CSR, Aspects of CSR - Responsibility, Accountability, Sustainability and Social Contract ● Basics of CSR - Need for CSR - CSR principles and strategies - Issues in implementing CSR ● Sustainability and Governance - The Triple bottom line (People, Planet, Profit), Corporate Responsibility in Environmental, Social, and Governance (ESG) Criteria - Social accounting - Social audit 	(15 L)
Ref:	<ul style="list-style-type: none"> ● A.C. Fernando, Business Ethics & Corporate Governance, Pearson, 2nd Edition ● Business Ethics: Concepts and Cases, Manuel G. Velasquez ● Business Ethics: Ethical Decision Making & Cases, O. C. Ferrell, John Fraedrich, and Linda Ferrell ● C.S.V. Murthy, “Business Ethics Text and Cases”, Himalaya Publishing House ● Blowfield, Michael and Alan Murray, Corporate Responsibility, Oxford University Press 	

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Table-1-

Mode of Assessment under NEP 2020

Name of the course	Nature of Evaluation & Mode of Assessment	Credits	Duration	Marks
Major Elective Course - Business Ethics and Corporate Social Responsibility	1. Internal (40%) (Table 2)	4-Credits	-	40
	2. Semester-end Examination (60%)		2 hrs	60

Table - 2

Theory - Mode of assessment- Continuous Internal Assessment [40%]

Evaluation type
<ol style="list-style-type: none">1. Assignments.2. Project-based learning activities (Group Discussion Research/ Case studies/ Reports / Assignments / Presentations / Skit / Poster / etc.).3. Class Test (Objective - Multiple Choice Questions/ Subjective).4. Active participation in class activities.5. Overall conduct as a responsible student with respect to good behaviour, leadership qualities, interpersonal skills etc.

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c.

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a.

b.

c.

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a.

b.

c.

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a.

b.

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PSO-5 Acquire knowledge about Management, Human Resource Management and International business exploring different career opportunities in the field of Commerce.



**VIVEKANAND EDUCATION SOCIETY'S
College of Arts, Science and Commerce**

(AUTONOMOUS)

NAAC Re-accredited 'A' Grade (2017)

Best College Award (Urban Area: Year 2012-13) University of Mumbai

Recipient of FIST Grant (DST) ** Recipient of STAR College Grant (DBT)**

VIVEKANAND EDUCATION SOCIETY'S COLLEGE OF ARTS, SCIENCE AND COMMERCE (AUTONOMOUS)

NEP HOLISTIC DEVELOPMENT CURRICULUM FRAMEWORK

For

T. Y. B.A(Economics+Commerce) (Sem-V)

Retail and Sales Management

(Vocational Skill Course)

Undergraduate Programme

From

Academic year

2025-26

T. Y. B.A(Economics+Commerce) - SEMESTER V
(Vocational Skill Course)

COURSE TITLE: Retail and Sales Management

COURSE CODE: UVSCAS5-326 [CREDITS - 04]

Course Learning Objective		
The objective of this course is to make the learners aware about retail and sales management which are important components of marketing and apply this knowledge in business.		
Course Learning Outcomes		
After completion of this course learners will be able to: CO-1- Understand the basic concepts of Retail Management, Retail Formats and Emerging trends in retailing. CO-2 – Get acquainted with the of components of Retail Management like Retail Location, Store Layout and Merchandising CO-3 - Gain knowledge about sales management, selling process and sales organisation. CO-4- Understand concepts of Sales Planning, Controlling and recent trends in sales management		
UNIT	Name of the Unit	No. of Lectures
1.	Introduction to Retailing and emerging trends in Retailing: <ul style="list-style-type: none">● Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management● Retail Formats: Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Store-Based Retailing: Department Stores, Supermarkets, Convenience Stores, Specialty Stores, Hypermarkets, Non-Store Retailing: E-Retailing, Direct Selling, Telemarketing, Vending Machines● Emerging Trends in Retailing: Impact of Globalization on Retailing I.T in Retail: Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels	(15 L)
2.	Retail Location, Store Layout and Merchandising <ul style="list-style-type: none">● Retail Location: Importance of Store Location in Retail Success. Types of Retail Locations: Mall-based, High	(15 L)

	<p>Street, Standalone Stores, Online presence, Steps involved in choosing a Retail Location.</p> <ul style="list-style-type: none"> ● Merchandising: Concept and Merchandising Planning Process, Retail Branding, Merchandising Buying, Visual Merchandising ● Store Design and Layout: Store Design concept and importance,- Elements of store design, Store Layout - Types and Importance, Steps for Designing a store layout 	
3.	<p>Sales Management</p> <ul style="list-style-type: none"> ● Introduction to Sales Management - Meaning, Features, Functions and Importance, Difference between Sales & Marketing ● Selling Process: Art of Selling – Types, Process, Qualities of an Effective Salesman. Sales force management (Selection Procedure, Training Methods, Motivational Factors and Compensation methods of sales personnel) ● Sales organisation: Concept, Objectives, Structure and Steps in Developing a Sales Organisation 	(15 L)
4.	<p>Sales Planning, Controlling and recent trends in sales management</p> <ul style="list-style-type: none"> ● Sales planning : Concept, Process, Sales Forecasting - Methods and Limitations ● Sales controlling : Concept of Sales Budget and Sales Audit, Sales Quota - Methods and Types, Objectives and Factors Determining and Designing Sales Territory ● Recent trends - Importance of Customer Feedback, CRM Systems, Data Mining, Role of IT in Sales Management, Use of AI in Sales management 	(15 L)
Ref:	<ul style="list-style-type: none"> ● Michael Levy & Barton A Weitz, “Retailing Management”, Tata Mc Graw Hill ● Gibson G. Vedamani, “Retail Management- Functional Principles and Practices”, Jaico Publishing House, Mumbai. ● Jim, “Retail Strategies-understanding why we shop”, Jaico Publishing House, Mumbai. ● Dunne Lusch, “Retail Management”, South Western Cengage Learning ● K.S. Menon, “Store Management”, Macmillan India Ltd., ● Keith Lincoln, Lars Thomessen & Anthony Aconis, “Retailization 	

	<p><i>-Brand Survival in the Age of Retailer Power”, Kogan Page Ltd.,</i></p> <ul style="list-style-type: none"> ● <i>Swapna Pradhan, “Retailing Management–Text and Cases”, 4th Edn, Tata Mc Graw Hill.</i> ● <i>Bajaj, Tulli & Shrivastava, “Retail Management”, Oxford University Press</i> ● <i>Kishore Biyani, “It Happens in India”,& “ The Wall Mart Story” Store Manager, Organiser / Planner- DMS Retail</i> ● <i>Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House, Mumbai.</i> ● <i>Mark W. Johnston & Greg W. Marshall “Sales Force Management”</i> ● <i>Edward W. Cundiff, Richard R. Still, Norman A. P. Govoni “Personal Selling and Sales Management”</i> ● <i>David Jobber & Geoffrey Lancaster “Selling and Sales Management”</i> ● <i>Robert B. Miller & Stephen E. Heiman “The New Strategic Selling”</i> ● <i>Matthew Schwartz “Fundamentals of Sales Management for the Newly Appointed Sales Manager”</i> 	
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MODALITY OF ASSESSMENT

The performance of the learners for those exams having Semester End Examinations and Internal Assessment shall be evaluated in two parts as per the following ratio:

Semester End Examination: Internal Assessment [60:40]

The learner’s performance shall be assessed by conducting the **Semester-end Examination with 60% marks** and **Continuous Internal Assessment (CIA) with 40% marks**. Practical

Examination will consist of Semester-end examination.

Students will have to score 40% of marks INDIVIDUALLY in Internal assessment as well as Semester-end Examination to pass the course.

Internal Assessment: It is defined as the assessment of the learners on the basis of internal evaluation by way of participation of learners in various academic and correlated activities in the given semester of the programme.

Semester End Assessment: It is defined as the assessment of the learners on the basis of Performance in the Semester-end Theory/ Practical examination.

Table-1-

Mode of Assessment under NEP 2020

Name of the course	Nature of Evaluation & Mode of Assessment	Credits	Duration	Marks
Vocational Skill Course - Retail and Sales Management (Theory)	1. Internal (40%) (Table 2)	4-Credits		40
	2. Semester-end Examination (60%)		2 hours	60

Table - 2

Theory - Mode of assessment-Continuous Internal Assessment [40%]

Evaluation type
<ol style="list-style-type: none"> 1. Assignments. 2. Project based learning activities (Group Discussion Research/ Case studies/ Reports / Assignments / Presentations / Skit / Poster / etc.). 3. Class Test (Objective - Multiple Choice Questions/ Subjective). 4. Active participation in class activities. 5. Overall conduct as a responsible student with respect to good behaviour, leadership qualities, interpersonal skills etc.

Table – 3

Question Paper Pattern for Semester End Examination

Total Marks: 60

Q.1 Answer Any Two of the following Out of Three questions - Unit – I (15)

a.

b.

c.

Q.2 Answer Any Two of the following Out of Three questions - Unit – II (15)

a.

b.

c.

Q.3 Answer Any Two of the following Out of Three questions - Unit – III (15)

a.

b.

c.

Q.4 Answer Any Two of the following Out of Three questions - Unit – IV (15)

a.

b.

c.



**Vivekanand Education Society's College of Arts, Science and Commerce
(Autonomous)**

Sindhi Society, Chembur, Mumbai, Maharashtra – 400 071.

Accredited by NAAC "A Grade" in 3rd Cycle - 2017

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Recipient of FIST Grant (DST) and STAR College Grant (DBT)

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University of Mumbai

NEP HOLISTIC DEVELOPMENT CURRICULUM FRAMEWORK

Syllabus for

Program: T.Y.B.A (Minor)

Undergraduate Programme

As per NEP 2020

with effect from Academic Year 2023 - 2024

Program Outcomes (PO):

A learner completing Bachelor of Arts (B.A.) will be able to:

PO-1 - Demonstrate analytical skills in applying appropriate arts principles and methodologies to solve a wide range of problems.

PO-2 - Design, carry out research and analyze results by accounting for uncertainties in different quantities measured using various social/ scientific instruments.

PO-3 - Demonstrate professional behavior of being unbiased, and truthful in all aspects of work as an individual as well as team.

PO-4 - Be generally imbibed with realization of human values

PO-5 - Develop a sense of social service

PO-6 - Become a responsible and dutiful citizen

PO-7 - Develop a critical temper and creative ability

PO-8 - Acquaint the learner with knowledge of subjects like Economics, Psychology, Sociology, Business and Commerce

Program Specific Outcomes (PSO's)

On completion of Bachelor of Arts (B.A.) program, learners will be enriched with knowledge and be able to:

PSO-1 Use Economics concepts and its applications in different areas and establish linkages with other interdisciplinary/ social science/ commerce subjects

PSO-2 Demonstrate competence in problem solving skills in Microeconomics, Macroeconomics, Growth and Development, International Economics, Industrial and Labour Economics.

PSO-3 Build a sound base for various post graduate courses in Economics and related fields.

PSO-4 Understand the concepts of Business, Service Sector, Financial Management, Marketing and apply in current business scenario.

PSO-5 Acquire knowledge about Management, Human Resource Management and International business exploring different career opportunities in the field of Commerce.



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VIVEKANAND EDUCATION SOCIETY'S COLLEGE OF ARTS, SCIENCE AND COMMERCE (AUTONOMOUS)

NEP HOLISTIC DEVELOPMENT CURRICULUM FRAMEWORK

For

T. Y. B.A (Sem-V)

Fundamentals of Human Resource Management

(Minor Course)

Undergraduate Programme

From

Academic year

2025-26

T. Y. B.A - SEMESTER V
(Minor Course)

COURSE TITLE: Fundamentals of Human Resource Management

COURSE CODE: UMNCA5-316[CREDITS - 04]

Course Learning Objective		
The objective of this course is to make the learners aware about conceptual knowledge and functions Human Resource Management.		
Course Learning Outcomes		
After completion of this course learners will be able to: CO-1- Understand the basic concepts of human resource management and its functions. CO-2 – Get acquainted with the knowledge of aspects of human resource planning and human resource development. CO-3 - Have understanding of functions of training and performance appraisal. CO-4- Understand concepts of Promotion, Transfer, Separation, Absenteeism and Turnover.		
UNIT	Name of the Unit	No. of Lectures
1.	Introduction to Human Resource Management <ul style="list-style-type: none">• Human Resource Management – Concept, Functions, Importance, Challenges• Human Resource Planning- Concept and Steps in Human Resource Planning Process, Job Analysis-Concept, Components,• Recruitment- Concept, Sources of Recruitment, Selection- Concept , Process, Employment Tests-types, Interviews-Types, Induction	(15 L)
2.	Human Resource Development <ul style="list-style-type: none">• Training and Development - Concept, Need, Methods of Training and development• Performance Appraisal- Concept, Benefits, Limitations, Methods• Career Planning- Concept and Importance, Managing Talent & Succession Planning, Addressing Performance Issues: Counseling, Coaching, and Mentoring	(15 L)

3.	Human Relations <ul style="list-style-type: none"> ● Leadership - Concept, Transactional & Transformational Leadership theories, Motivation- Concept, Theories of Motivation,(Maslow's Need Hierarchy Theory,McGregor's Theory X and Theory Y) ● Employee Compensation and benefits,Employee Health and Wellness measures, Employee Safety Measures,Employee Morale- Concept, Factors affecting Morale ● Employee Participation-concept and methods of participation,Employee Grievance- causes, procedure for Grievance redressal 	(15 L)
4.	Workplace Fundamentals and Challenges in HRM <ul style="list-style-type: none"> ● Promotion-Meaning,Objectives and Policy ● Transfer-Meaning,Purpose and Types ● Women at Workplace-Coping with Gender Bias and Sexual Harassment. ● Challenges in Human Resource Management:Work life Balance,Work force diversity and inclusion,Exit Policy.-Downsizing, Voluntary Retirement Scheme, Employee Absenteeism,Employee Turnover 	(15 L)
Ref:	<ul style="list-style-type: none"> ● <i>Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.</i> ● <i>Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff.</i> ● <i>Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques,</i> ● <i>Quarum Books, Greenwood, 1995.</i> ● <i>Dale, B, Total Quality and Human Resources: An Executive Guide, Blackwell, Oxford.</i> ● <i>Greenhaus, J.H., Career Management, Dryden, New York.</i> ● <i>Mabey, C and Salama, G., Strategic Human Resource Management, Blackwell, Oxford.</i> ● <i>Subba Rao, Human Resources Management.</i> ● <i>Michael Porter,HRM and Human Relations.</i> ● <i>M.N. Rudrabasavaraj: Cases in Human Resource Management –Himalaya Publishing House –NewDelhi,</i> ● <i>1998</i> 	

	<ul style="list-style-type: none"> ● <i>Decenzo, D.A. and Robbins, S. P., Fundamentals of Human Resource Management, Wiley, India.</i> ● <i>Dessler, G. and Varkkey, B., Human Resource Management, Pearson Education, Delhi.</i> ● <i>Chhabra, T.N., Human Resource Management, Dhanpat Rai & Co., Delhi.</i> ● <i>Aswathappa K., Human Resource Management, Tata McGraw, Hill, New Delhi.</i> ● <i>H. John Bernardin and Richard W. Beatty: Performance Appraisal: Human Behavior at work – Boston: Kent, 1984</i> ● <i>George T. Milkovich and John W. Boudream: Personnel / Human Resources Management: A Diagnostic Approach, 5th Edn. Plano, TX: Business Publications, 1998.</i> ● <i>Lepak, David & Gowan, Mary. Human Resource Management. Dorling Kindersley (India).</i> ● <i>Khanna, S.S. Human resource Management (Text and Cases). S. Chand, New Delhi.</i> ● <i>Sadri, J., Sadri, S., Nayak, N., A Strategic Approach to Human Resource Management, JAICO Publishing House.</i> ● <i>Davar, R. S. Personnel Management and Industrial Relations. Vikas Publication, Noida</i> ● <i>Robbins, Stephen P. Organisational Behaviour. Pearsons Education, New Delhi</i> ● <i>Keith Davis - Human Behavior at work</i> ● <i>Chris Libert - The Human in Organisation</i> ● <i>Koontz & O'Doneill - Management</i> ● <i>Herbert G. Hicks - The Management & Organisation</i> ● <i>Hersey Paul - Utilizing Human Resource</i> 	
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Minor Course - Fundamentals of Human Resource Management (Theory)	1. Internal (40%) (Table 2)	4-Credits		40
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b.	
c.	
Q.2 Answer Any Two of the following Out of Three questions - Unit – II	(15)
a.	
b.	
c.	

Q.3 Answer Any Two of the following Out of Three questions - Unit – III (15)

a.

b.

c.

Q.4 Answer Any Two of the following Out of Three questions - Unit – IV (15)

a.

b.

c.

