

**UNIVERSITY OF MUMBAI**  
**No. UG/98 of 2016-17**

**CIRCULAR:-**

A reference is invited to the Syllabi relating to the Bachelor of Vocation program in various faculties vide this Circular No UG/33 of 2014, dated 11<sup>th</sup> September, 2014 and the Principals of the affiliated Colleges in Arts, Science & Commerce and the Heads of recognized Institutions concerned are approved by the Academic Council at its meeting held on 24<sup>th</sup> June, 2016 vide item No.4.54 and that in accordance therewith, the revised syllabus as per the Choice Based Credit System of T.Y. Bachelor of Vocation program in faculties of Arts/Commerce/Science in the course of i) Retail Management ii) Tourism and Hospitality Management (Sem. I to IV), which are available on the University's web site ([www.mu.ac.in](http://www.mu.ac.in)) and that the same has been brought into force with effect from the academic year 2016-17.

MUMBAI – 400 032  
October, 2016

*(Signature)*  
(Dr.M.A.Khan)  
REGISTRAR

To,

The Principals of the affiliated Colleges Arts, Science & Commerce and the Heads of Recognized Institutions concerned.

**A.C/4.54/24/06/2016**

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No. UG/98 -A of 2016

MUMBAI-400 032

28<sup>th</sup> October, 2016

Copy forwarded with Compliments for information to:-

- 1) The Deans, faculties of Arts, Science & Commerce,
- 2) The Professor-cum-Director, Institute of Distance & Open Learning (IDOL)
- 3) The Director, Board of College and University Development,
- 4) The Co-Ordinator, University Computerization Centre,
- 5) The Controller of Examinations.

*(Signature)*  
(Dr.M.A.Khan)  
REGISTRAR

PTO...

**AC 24-06-2016**

**Item No. 4.54**

**PROPOSED SYLLABUS**  
**BACHELOR OF VOCATION- SEMESTER V**

**{T. Y. B. Voc. - RETAIL MANAGEMENT}**

**{T. Y. B. Voc. – TOURISM AND HOSPITALITY  
MANAGEMENT}**

**BY**

**NAGINDAS KHANDWALA COLLEGE**

**AND**

**H.R. COLLEGE**

**AS PER CHOICE BASED CREDIT SYSTEM**

**(TO BE IMPLEMENTED FROM THE ACADEMIC YEAR 2016-17)**

**Table of Contents**

<b>Sr. No.</b>	<b>Particulars</b>	<b>Page No.</b>
01	List of subjects	03
02	Syllabus: Core	04
03.a.	Syllabus: Specialized: Retail	08
03.b.	Syllabus: Specialized: Tourism and Hospitality	10

### List of Subjects

	<b>Retail Management</b>	<b>Tourism and Hospitality Management</b>
<b>CORE SUBJECTS</b>	<b>5.1.</b> Strategic Management	
	<b>5.2.</b> Human resource Management	
	<b>5.3.</b> Leadership and Change Management	
<b>SPECIALIZED SUBJECTS</b>	<b>5.4.</b> Retail Franchising	<b>5.4.</b> Tour Manager
	<b>5.5.</b> Retail Communication Mix	<b>5.5.</b> Tourism Administration in India
<b>COMPULSORY COMPONENT</b>	Experiential Learning (project/workshop/field visit)	
	E-Learning	

## **5.1. STRATEGIC MANAGEMENT**

### **UNIT-I: Introduction**

- Strategy-Meaning and Definition
- Strategic Management- Meaning, Definition, Importance, Strategic Management
- Strategic Intent- Mission, Vision, Goals, Objectives, Plans

### **UNIT-II: Strategy Formulation**

- Environment Analysis and SWOT
- Corporate Level Strategy [Stability, Growth, Retrenchment, Integration And Internationalization]
- Business Level strategy [cost leadership, differentiation, focus]
- Functional Level Strategy (R & D, HR, Finance, Marketing, Production)

### **UNIT-III: Strategic Implementation**

- Models of strategy making
- Strategic Analysis and Choices and Implementation: BCG Matrix, GE 9 Cell, Porter 5 Forces, 7S Frame Work

### **UNIT-IV:Strategic Evaluation and Control**

- Meaning of Strategic Evaluation And Control, Steps of Evaluation and Techniques of Control
- Synergy: Concept, Types, Evaluation of Synergy. Synergy As a Component of Strategy and its Relevance

### **References:**

1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill
2. PK Ghosh: Business Policy, Strategy, Planning and Management
3. Christensen, Andrews Dower: Business Policy-Text and Cases
4. William F. Gkycj: Business Policy- Strategy Formation and Management Action
5. Bongee and Colonan: Concepts of Corporate Strategy

## **5.2.HUMAN RESOURCE MANAGEMENT**

### **UNIT-I**

#### **1. Introduction to HRM**

- Definition, Features, Scope/Functions of HRM, Definition of Personnel Management
- Difference between HRM and PM
- Challenges before the HR manager
- Role of HR manager
- Traits/ characteristics of the workplace

#### **2. Human Resource Planning**

- Definitions of HRP
- Process of HRP along with brief coverage of personnel demand and supply forecasting techniques
- Promotions and transfers

### **UNIT-II**

#### **1. Job analysis, Job Design and Job Evaluation**

- Job analysis- definition, methods of collecting data, merits and demerits

#### **2. Recruitment and Selection**

- Recruitment- Definitions, sources of recruitment, merits and demerits
- Selection- definition, process of selection, types of selection tests, types of interviews

#### **3. Training and Development**

- Definition of Training and Development
- Methods of training managers
- Process/ procedure of conducting training programme

### **UNIT-III**

#### **1. Performance Appraisal**

- Definition of Performance Appraisal
- Methods of appraisal for managers- traditional and modern

#### **2. Career Planning and Development**

- Definitions of Career Planning and Development
- Process/ procedure of career planning

- Career stages/ Career Life Cycle and handling personnel at each stage

#### **UNIT-IV**

##### **1. Participative Management**

- Definition of Participative Management
- Factors essential for successive participative management
- Forms of participation
- Participation through Quality Circles
- Empowered Teams

##### **2. Industrial Relations**

- Definitions of Industrial Relations
- Features of Industrial Relations
- Importance of Industrial Relations
- Approaches to Industrial Relations
- Parties to Industrial Relations

##### **3. Trade Unions**

- Definitions Of Trade Unions
- Features Of Trade Unions
- Trade Union Movement In India
- Trends In Trade Unions

#### **References:**

1. Aswathappa, K: Human Resource and Personnel Management: Text and Cases, Tata McGraw Hill
2. Sadri, Jayshree and Sadri, Sorabh: A Strategic Approach to Human Resource Management, Jaico Publishing House
3. Mamoria: Personnel Management, McGraw Hill- International
4. Armstrong, Michael: Handbook of Human resource Management Practice, Kogan Page

### **5.3.LEADERSHIP AND CHANGE MANAGEMENT**

#### **UNIT-I**

- Leadership- Meaning, Traits and Motives of an Effective Leader, Styles of Leadership
- Theory- Trait Theory, Behavioural Theory, Path Goal Theory
- Transactional Vs. Transformational Leaders
- Strategic Leaders- Meaning of Charisma, Qualities
- Charismatic Leaders-Meaning of Charisma, Qualities, Characteristics, Types of Charismatic Leaders (Socialized, Personalized, Office-Holder, Personal Divine)

#### **UNIT-II**

- Great Leaders, Their Style, Activities And Skills (Rattan Tata, Narayan Murthy, Dhirubahi Ambani, Bill Gates, Mark Zuckerberg, Donald Trump)
- Contemporary Issues In Leadership- Leadership Roles, Team Leadership, Mentoring, Self-Leadership, Online Leadership, Finding and Creating Effective Leader.

#### **UNIT-III**

- Introduction and Levels of Change. Importance, Imperatives of Change, Forces of Change. Causes- Social, Economic, Technological and Organizational.
- Organizational Cultures and Change.
- Change and Implementation- Individual Change: Concept, Need and Importance

#### **UNIT-IV**

- Change and its Impact- Resistance to Change and Sources- Sources of Individual Resistance, Sources of Organisational Resistance
- Overcoming Resistance to Change
- Effective Implementation of Change- Change Agents and Effective Change Programs.

#### **References:**

1. Kumar, Niraj: Organizational Behaviour: A New Looks (Concept, Theory and Cases), Himalaya Publishing House
2. Sahu and Bharti: Strategic Leadership, Excel Books
3. Kavita Singh: Organizational Change
4. Radha Sharma: Training and Development



## **5.4.RETAIL FRANCHISING**

### **Unit I: Basics of Franchising**

- Meaning of franchising
- Franchising in India
- Internationalization of Franchising
- Retailing and vertical marketing system
- Modes of Franchising

### **Unit II: Pros and Cons and Legal Matters of Franchising**

- Advantages and disadvantages of the franchisor
- Advantages and disadvantages of the franchisee
- The franchise agreement
- Description of the franchise and rights granted
- The term of the agreement

### **Unit III: Developing and Evaluating a Franchise System**

- Preparing for franchise
- Assessing a potential franchise
- Investigating and evaluating a franchise

### **Unit IV: Managing a Franchise**

- Managing franchise relationships- dynamics of relationship, trust as relationship builder, cultural aspects of relationship, stages of relationship building process, building a long term relationship
- Forms of marketing in a franchise- local, regional, national, supplier cooperative
- Ten keys to Franchise Success

### **References:**

- Retail Franchising: Sidhpuria, Manish, Tat McGraw Hill, 2009
- Franchising: Pathway to Wealth Creation: Spinelli, Stephen, Prentice Hall, 2004
- Franchising for Dummies: Seid, Michael, Wiley Publication Inc., 2006
- An Introduction to Franchising: Webber, Robert, Palgrave Macmillan, 2013

## **5.5.RETAIL COMMUNICATION MIX**

### **Unit I: Retail Communication Mix**

- Retail Communication Mix: Communication tools, Objectives of communication and tools
- Planning communication mix: setting objectives, determining budget, allocating budget, implementing and evaluating the budget

### **Unit II: Advertising**

- Features of advertising
- Steps in designing advertising campaign
- Advantages of advertising
- Classification of advertising
- Types of advertising
- Case studies

### **Unit III: Sales Promotion**

- Introduction and nature
- Opportunities and limitations of sales promotion
- Types of sales promotion
- Advantages of sales promotion
- Personal selling and publicity/ public relation: Introduction, Objectives, Advantages and disadvantages
- Case studies

### **Unit IV: In Store Communications**

- Managing in store communication events
- Types of in store communication
- Advantages and disadvantages of in store communication

### **References:**

- Branding a Store: How to build successful retail brands in a changing marketplace:Floor, Ko, BIS Publishers, 2006
- Principles of Retailing: Rafiq, Mohammed, RV&MR, 2014

## **5.4. TOUR MANAGER**

### **Unit I: Administer the Company Operations**

- Designing the tour packaging
- Planning and controlling the work requirement and assigning duties
- Managing the financial operations
- Attending to customer concerns
- Achieving customer satisfaction

### **Unit II: Handle the Administration and Staff**

- Managing the staffing process and setting standards
- Checking the work and activities performed by the staff
- Attending to the concerns of the staff

### **Unit III: Manage Client and Develop Business**

- Developing relationship with the clients
- Managing the business
- Expanding and developing the business

### **Unit IV: Tourist Guiding**

- Basic requirements of a tour operator or a guide
- Importance of personality: personal grooming, etiquettes, knowledge, communication
- Pre-tour preparation

### **References:**

Tour Manager: Qualification Pack by Tourism and Hospitality Skill Council of India

## **5.5. TOURISM ADMINISTRATION IN INDIA**

### **Unit I: Role of National Government in Tourism Management**

- Role of Government in tourism Regulation and Management
- Role of Ministry of Tourism, Government of India in terms of its Organization, Role and Functions

### **Unit II: Role of State Government in Tourism Management**

State Tourism Development Corporations and their organization and role in tourism development and promotion with special reference to: Gujarat Tourism Corporation, Maharashtra Tourism Development Corporation, Haryana Tourism Corporation, Rajasthan Tourism Development Corporation, Kerala Tourism Development Corporation, Goa Tourism Development Corporation

### **Unit III: Organizations in Management of Tourism**

- India Tourism Development Corporation (ITDC) organization, role and functions: Divisions of ITDC
- Hospitality Development and Promotion Board (HDPB): Role and Functions
- Role of Tourism Finance Corporation of India in tourism growth

### **Unit IV: Present Scenario of Tourism in India**

- Tourism Planning in India: Growth and Performance
- National Tourism Policy – 2002: Objectives and main features
- Problems and challenges of Tourism Administration in India

### **References:**

- Tourism in India: Planning and Development: Asif Iqbal Fazili, Sarup and Sons, 2006
- Official websites of Tourism Corporations