



Re-Accredited by NAAC with 'A' Grade

**VEER NARMAD SOUTH GUJARAT UNIVERSITY**

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

**વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી**

યુનિવર્સિટી કેમ્પસ, ઉધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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E-mail : info@vnsgu.ac.in, Website : www.vnsgu.ac.in

### **-: પરિપત્ર :-**

વાણિજ્ય વિદ્યાશાખા હેઠળની સંલગ્ન બી.બી.એ. કોલેજોના આચાર્યશ્રીઓને જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૧૯-૨૦ થી અમલમાં આવનાર બી.બી.એ.ના સેમે. ૧ થી ૬ સેમેસ્ટરનાં અભ્યાસક્રમમાં જરૂરી સુધારા કરવા અંગે બી.બી.એ. વિષયની (નિયુક્ત) એડહોક સમિતિની તા.૨૭/૦૬/૨૦૧૯ની સભાનાં ઠરાવ ક્રમાંક: ૨ અન્વયે કરેલ નીચે મુજબી ભલામણ વાણિજ્ય વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વાણિજ્ય વિદ્યાશાખાવતી વાણિજ્ય વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મંજૂર કરી એકેડેમિક કાઉન્સિલને ભલામણ કરેલ જે એકેડેમિક કાઉન્સિલવતી માન. કુલપતિશ્રી દ્વારા મંજૂર કરવામાં આવેલ છે. તેની જાણ સંબંધકર્તા શિક્ષકો અને વિદ્યાર્થીઓને કરવી, તદ્દુપરાંત તેનો અમલ કરવો.

**બી.બી.એ. વિષયની (નિયુક્ત) એડહોક સમિતિની તા.૨૭/૦૬/૨૦૧૯ની સભાનાં ભલામણ ક્રમાંક:૨**

:: આથી ઠરાવવામાં આવે છે કે, બી.બી.એ.નાં અભ્યાસક્રમમાં સેમેસ્ટર-૧ થી ૬ સુધીનો સુધારેલ અભ્યાસક્રમ સર્વાનુમતે મંજૂર કરી તે મંજૂર કરવા વાણિજ્ય વિદ્યાશાખાને ભલામણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

ક્રમાંક : એકે./પરિપત્ર/૧૨૦૪૩/૧૯

તા. ૦૫-૦૭-૨૦૧૯

ઈ.ચા. કુલસચિવ

પ્રતિ,

- ૧) વાણિજ્ય વિદ્યાશાખા હેઠળની તમામ બી.બી.એ. કોલેજોના આચાર્યશ્રીઓ.
- ૨) અધ્યક્ષશ્રી, વાણિજ્ય વિદ્યાશાખા
- ૩) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

.....તરફ જાણ તેમજ અમલ સારું.



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## **-: પરિપત્ર :-**

વાણિજ્ય વિદ્યાશાખા હેઠળની સંલગ્ન બી.બી.એ. કોલેજોના આચાર્યશ્રીઓને જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૧૯-૨૦ થી અમલમાં આવનાર બી.બી.એ.ના સ્ટ્રક્ચરમાં જરૂરી સુધારા કરવા અંગે બી.બી.એ. વિષયની (નિયુક્ત) એડહોક સમિતિની તા.૨૭/૦૬/૨૦૧૯ની સભાનાં ઠરાવ ક્રમાંક: ૧ અન્વયે કરેલ નીચે મુજબની ભલામણ વાણિજ્ય વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વાણિજ્ય વિદ્યાશાખાવતી વાણિજ્ય વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મંજૂર કરી એકેડેમિક કાઉન્સિલને ભલામણ કરેલ જે એકેડેમિક કાઉન્સિલવતી માન. કુલપતિશ્રી ધ્વારા મંજૂર કરવામાં આવેલ છે. તેની જાણ સંબંધકર્તા શિક્ષકો અને વિદ્યાર્થીઓને કરવી, તદ્ઉપરાંત તેનો અમલ કરવો.

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:: આથી ઠરાવવામાં આવે છે કે, બી.બી.એ.નું Subject wise Credit Bifurcation as per Annexure-I અને Semester wise Programme Structure as per Annexure-II સર્વાનુમતે મંજૂર કરી તે મંજૂર કરવા વાણિજ્ય વિદ્યાશાખાને ભલામણ કરવામાં આવે છે.

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- ૨) અધ્યક્ષશ્રી, વાણિજ્ય વિદ્યાશાખા
- ૩) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

.....તરફ જાણ તેમજ અમલ સારૂ.

## VEER NARMAD SOUTH GUJARAT UNIVERSITY – SURAT

### Programme Structure for Bachelor of Business Administration (B.B.A.)

*(With Effect from June - 2019)*

<b>Name of the program</b>	Bachelor of Business Administration
<b>Abbreviation</b>	B.B.A.
<b>Type</b>	Degree Course
<b>Duration</b>	3 Years (Full Time - Regular)
<b>Eligibility</b>	A Candidate must have passed Standard 12th (H.S.C) Examination through Gujarat Higher Secondary Education Board (G.H.S.E.B.) or any other equivalent Board (C.B.S.E., I.C.S.E) with English as a Subject.
<b>Objectives of the Program</b>	The core objective of the program is to impart managerial and decision-making skills in the students through transmitting knowledge via classroom interactions and developing business management skills. Students shall also get practical exposure of business management by undergoing projects, industrial visits, presentations, case studies, simulation exercises and the like. Moreover the objective is to make the students aware about Contemporary issues in management.
<b>Program Outcome</b>	After successful completion of the program a student shall be able to pursue his career by serving to corporates or services, a student may start his own venture or may help in family business or he / she may go for higher studies.
<b>Medium of Instruction</b>	English
<b>Program Structure</b>	3 Years Graduate Degree Program comprising of Six Semesters (Two Semesters in an academic year) comprising of 6 Teaching Subjects in each semester
<b>Subject-Credit Bifurcation</b>	As per Annexure-1
<b>Semester-wise Prog. Structure</b>	As per Annexure-2

## ANNEXURE - 1

### Subjects – Credits Bifurcation

Type	F.Y.B.B.A				S.Y.B.B.A.				T.Y.B.B.A.				Total Credits
	Sem. 1	Credit	Sem. 2	Credit	Sem. 3	Credit	Sem. 4	Credit	Sem. 5	Credit	Sem. 6	Credit	
	No. of Courses (Subjects)				No. of Courses (Subjects)				No. of Courses (Subjects)				
Foundation	2	8	2	8	2	8	2	8	0	0	0	0	32
Interdisciplinary	1	4	1	4	1	4	1	4	0	0	0	0	16
Core	2	8	2	8	2	8	2	8	4	16	3	16	64
Core & Allied	1	4	1	4	1	4	1	4	0	0	0	0	16
Subject Electives	0	0	0	0	0	0	0	0	2	8	2	8	16
<b>Total Teaching Credits</b>		<b>24</b>		<b>24</b>		<b>24</b>		<b>24</b>		<b>24</b>		<b>24</b>	<b>144</b>
Foundation Electives* (NSS/NCC/Saptadhara)		2		2		2		2		2		2	12
<b>Total Program Credits</b>		<b>26</b>		<b>26</b>		<b>26</b>		<b>26</b>		<b>26</b>		<b>26</b>	<b>156</b>

*\*Foundation Electives (NSS/NCC/Saptadhara) course shall have 2 credits each semesters for which credits will be reflected in student's marksheet.*

## ANNEXURE – 2

### Semester-wise Program Structure Bachelor of Business Administration

#### First Year BBA (Semester 1) Course Structure (With Effect from A.Y. 2019-20)

Course Type	Course Code	Course Title (Subjects)	Teaching hours per week		Course Credits	University Examination		Internal Marks	Total Marks
			Theory	Practical		Duration	Marks		
Foundation	101	Business Communication	4	0	4	3 hours	70	30	100
	102	Environmental Science	4	0	4	3 hours	70	30	100
Interdisciplinary	103	IT Tools For Business*	3	1	4	3 hours	70	30	100
Core	104	Fundamentals of Economics	4	0	4	3 hours	70	30	100
Core	105	Principles of Management	4	0	4	3 hours	70	30	100
Core & Allied	106	Financial Accounting	4	0	4	3 hours	70	30	100
Foundation Elective	107	NCC / NSS / Saptadhara**			2				
<b>Total</b>			<b>23</b>	<b>1</b>	<b>26</b>		<b>420</b>	<b>180</b>	<b>600</b>
<i>* Evaluation of 'IT Tools for Business' shall also be done through practical examination</i>									
<i>** No separate teaching hours shall be allotted to NCC / NSS / Saptadhara, but credits should be reflected in marksheet</i>									

**First Year BBA (Semester 2) Course Structure**  
**(With Effect from A.Y. 2019-20)**

Course Type	Course Code	Course Title (Subjects)	Teaching hours perweek	Course Credits	University Examination		Internal Marks	Total Marks
					Duration	Marks		
Foundation	201	Personality Development	4	4	3 hours	70	30	100
	202	E-Business	4	4	3 hours	70	30	100
Interdisciplinary	203	Accounting for Managers	4	4	3 hours	70	30	100
Core	204	Economics for Managers (Including Macro)	4	4	3 hours	70	30	100
Core	205	Organisational Behaviour	4	4	3 hours	70	30	100
Core & Allied	206	Business Environment	4	4	3 hours	70	30	100
Foundation Elective	207	NCC / NSS / Saptadhara*		2				
<b>Total</b>			<b>24</b>	<b>26</b>		<b>420</b>	<b>180</b>	<b>600</b>
<b>** No separate teaching hours should be allotted to NCC / NSS / Saptadhara, but credits should be reflected in mark sheet</b>								

**Second Year BBA (Semester 3) Course Structure**  
**(With Effect from A.Y. 2020-21)**

Course Type	Course Code	Course Title (Subjects)	Teaching hours perweek	Course Credits	University Examination		Internal Marks	Total Marks
					Duration	Marks		
Foundation	301	Entrepreneurship Development	4	4	3 hours	70	30	100
	302	Business Start-ups and Innovation	4	4	3 hours	70	30	100
Interdisciplinary	303	Banking, Insurance & Financial Services	4	4	3 hours	70	30	100
Core	304	Marketing Management	4	4	3 hours	70	30	100
Core	305	Financial Management	4	4	3 hours	70	30	100
Core & Allied	306	Human Resource Management	4	4	3 hours	70	30	100
Foundation Elective	307	NCC / NSS / Saptadhara*		2				
<b>Total</b>			<b>24</b>	<b>26</b>		<b>420</b>	<b>180</b>	<b>600</b>
<b>** No separate teaching hours should be allotted to NCC / NSS / Saptadhara, but credits should be reflected in marksheet</b>								

**Second Year BBA (Semester 4) Course Structure**  
**(With Effect from A.Y. 2020-21)**

Course Type	Course Code	Course Title (Subjects)	Teaching hours perweek	Course Credits	University Examination		Internal Marks	Total Marks
					Duration	Marks		
Foundation	401	Ethics & Corporate Social Responsibility	4	4	3 hours	70	30	100
	402	Management of MSMEs	4	4	3 hours	70	30	100
Interdisciplinary	403	Introduction to Taxation	4	4	3 hours	70	30	100
Core	404	International Business Environment	4	4	3 hours	70	30	100
Core	405	Production & Operations Management	4	4	3 hours	70	30	100
Core & Allied	406	Quantitative Techniques for Management	4	4	3 hours	70	30	100
Foundation Elective	407	NCC / NSS / Saptadhara*		2				
<b>Total</b>			<b>24</b>	<b>26</b>		<b>420</b>	<b>180</b>	<b>600</b>
<b>** No separate teaching hours should be allotted to NCC / NSS / Saptadhara, but credits should be reflected in marksheet</b>								
<b>Note: After Semester 4, a student shall compulsorily have to undergo 8 weeks Organisational Summer Internship during summer vacation and that will Contain <u>4 credits</u> which will ultimately reflected in Semester 5 marksheet.</b>								



**Third Year BBA (Semester 5) Course Structure**  
(With Effect from A.Y. 2021-22)

Course Type	Course Code	Course Title (Subjects)	Teaching hours perweek	Course Credits	University Examination		Internal Marks	Total Marks
					Duration	Marks		
Core	501	Summer Training Report*	4	4	-----	70	30	100
Core	502	Business Research	4	4	3 hours	70	30	100
Core	503	Service Management	4	4	3 hours	70	30	100
Core	504	Legal Aspects of Business	4	4	3 hours	70	30	100
Subject Elective	505	Specialisation 1	4	4	3 hours	70	30	100
Subject Elective	506	Specialisation 2	4	4	3 hours	70	30	100
Foundation Elective	507	NCC / NSS / Saptadhara**		2				
<b>Total</b>			<b>24</b>	<b>26</b>		<b>420</b>	<b>180</b>	<b>600</b>
* Summer Training report shall be evaluated by college / institute by VIVA VOCE exam or presentation of the whole industrial visit or both.								
** No separate teaching hours should be allotted to NCC / NSS / Saptadhara, but credits should be reflected in mark sheet								

**Subject Elective Courses for BBA (Sem. 5)**  
(A student shall have to choose any one of the three groups)

Group 1: Marketing Elective Group		
MSE1	Specialisation 1	Advertising and Brand Management
MSE2	Specialisation 2	International Marketing Management
Group 2: Finance Elective Group		
FSE1	Specialisation 1	Advance Financial Management
FSE2	Specialisation 2	Strategic Financial Management
Group 3: Human Resource Elective Group		
HSE1	Specialisation 1	Human Resource Development
HSE2	Specialisation 2	Advance Human Resource Management

**Third Year BBA (Semester 6) Course Structure**  
**(With Effect from A.Y. 2021-22)**

Course Type	Course Code	Course Title (Subjects)	Teaching hours per week	Course Credits	University Examination		Internal Marks	Total Marks
					Duration	Marks		
Core	601	Business Policy & Strategic Management	4	4	3 hours	70	30	100
Core	602	Financial Institutions & Markets	4	4	3 hours	70	30	100
Subject Elective	603	Specialisation 3	4	4	3 hours	70	30	100
Subject Elective	604	Specialisation 4	4	4	3 hours	70	30	100
Core	605	Project*	8	8	External VIVA VOCE	100	100	200
Foundation Elective	607	NCC / NSS / Saptadhara**		2				
<b>Total</b>			<b>24</b>	<b>26</b>		<b>380</b>	<b>220</b>	<b>600</b>
*A Student shall prepare a Project preferably from his/her chosen specialisation group which will consist of total 8 credits (equivalent to 2 courses). A teaching faculty member shall bear workload of Project that is equivalent to other course titles.								
*No separate teaching hours should be allotted to NCC / NSS / Saptadhara, but credits should be reflected in marksheet								

**Subject Elective Courses for BBA (Sem. 6)**  
**(A student shall have to choose any one of the following three groups)**

Group 3: Marketing Elective Group		
MSE3	Specialisation 3	Consumer Behaviour
MSE4	Specialisation 4	Personal Selling and Sales Force Management
Group 4: Finance Elective Group		
FSE3	Specialisation 3	Investment and Portfolio Management
FSE4	Specialisation 4	International Financial Management
Group 5: Human Resource Elective Group		
HSE3	Specialisation 3	Performance and Compensation Management
HSE4	Specialisation 4	Management of Industrial Relations

## EVALUATION METHODS

1. A student shall be evaluated through Comprehensive Continuous Assessment (CCA) as well as semester end examination. The weightage of CCA shall be 30% whereas the weight age of the semester end examination shall be 70%.
2. Internal assessment is spread through the duration of the course and shall be done by the teacher teaching the course. The assessment is to be done by various means including:
  - a. Written Tests
  - b. Presentations / Seminars / Guest Sessions / Project Work / Field Work etc.
  - c. Assignments / Group Discussions / Other activities
3. Semester End examination shall have an assessment based upon following perspective with respect to all the courses.
  - a. Evaluation with respect to knowledge
  - b. Evaluation with respect to concept clarity and understanding
  - c. Evaluation with respect to skills
  - d. Evaluation with respect to application based questions / case study
  - e. Higher order thinking skills
4. Other examination and passing rules shall be as prescribed by Veer Narmad South Gujarat University, Surat

# **Veer Narmad South Gujarat University**

## **101 - Business Communication**

**First Year BBA(Semester1)**

**With Effect from June2019**

### **Objective of the course:**

- To teach the students the art of business correspondence
- To develop written communication skills among students
- To develop managerial soft skills among students

### **Pedagogy**

- **For Written skills**

Lectures, Presentation, Learning Videos, Dictation, Writing practices, Audio Visual materials

- **For Soft Skills**

Role plays, Group discussion, Group activity, Practical Assignments, Brainstorming, Audio visual materials

### **Course Content**

#### **Unit 1 English Grammar**

**(15%)**

Tenses, Conjunctions-Usages of (although, though, even though, in spite of, despite, as well as, in case, unless, as long as, as if, for), Prepositions, Voices (Active and Passive), Speeches (Direct and Indirect), Punctuations, Degrees of Comparisons, Adjective Clauses and Noun Clause, Modal Auxiliaries

#### **Unit 2: Understanding Communication(Theory)**

**(25%)**

Definition, Process, Importance and benefits, Types, Characteristics, Modes of Communication, Role of Verbal and Non-Verbal Communication, 7Cs of Effective Communication, Barriers to effective communication, Overcoming barriers, Conceptual understanding of Phonetics,

#### **Unit 3: Office Correspondence(Application Based)**

**(30%)**

- Business Letters-What are they,Format,
- Types-Inquiry Letter and its reply, Order Letter & its reply, Sales letter, Memos, Job Application Letter with Cover Letter, Goodwill Letter, Quotation Letter, Complaint & Grievance Letter, Notices /Circulars
- Managing Meetings

- o Notices / Circulars, Drafting an agenda, Drafting Minutes, Quorum, Role of chairpersons, Role of members
- Content writing: Content drafting for Promoting a product on social media, Writing views and opinions as managers / CEOs on Twitter,

#### **Unit 4: Employment Communication(Application Based)**

**(30%)**

- **Resume Writing**

Resume / CV and cover letters

- **Recruitment related correspondence**

Drafting an advertisement for employment, Sending job application letter, Job Offer letters, Resignation Letter, Appointment Letter and other, Effective e-mail management

#### **Suggested Readings:**

1. *Rajendra Pal and J.S. Korlahalli. Essentials of Business Communication. Sultan Chand & Sons, 2004*
2. *Asha Kaul. Effective Business Communication. New Delhi: Prentice-Hall of India, 2001*
3. *Business Communication: Lesikar, TATA McGrawhill Publication*
4. *Basic Communication Skills for Empowering the Internet Generation: Lesikar, Tata McGraw Hill Publications*
5. *R. Intermediate English Grammar. New Delhi: Cambridge University: Murphy: Indian Reprint*
6. *Professional Communication: Aruna Koneru, McGraw Hill*
7. *Business Communication Strategies: Mathukutty Monipally, Tata McGraw Hill*

# **Veer Narmad South Gujarat University**

## **102 – Environmental Science**

**First Year BBA(Semester1)**

**With Effect from June2019**

### **Objective of the course:**

- To create awareness about environment
- To develop written communication skills among students
- To develop managerial soft skills among students

### **Pedagogy**

Lectures, Audio-Visual Material, Field Visits, Guest Lectures, Projects, Presentations

### **Course Content**

#### **Unit 1: Multidisciplinary Nature of Environmental Studies (10%)**

Definition, scope and importance, Need for public awareness - Institutions in Environment, People in Environment

#### **Unit 2: Natural Resources: Renewable and non-renewable resources: (20%)**

Natural resources and associated problems, Non-renewable Resources, Renewable Resources - A) Forest resources B) Water resources, C) Mineral resources, D) Food resources, E) Energy resources F) Land resources, Role of an individual in conservation of natural resources

#### **Unit 3: Ecosystems (25%)**

Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem—1.The water cycle, 2.The Carbon cycle, 3.The Oxygen cycle, 4, The Nitrogen cycle, 5.The energy cycle, 6.Integration of cycles in nature, Ecological succession, Food chains

#### **Unit 4: Environmental Pollution (25%)**

- Definition, Causes, effects and control measures of - Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards,
- Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution, Pollution case studies.
- Disaster management: floods, earthquake, cyclone and landslides.

## Unit 5: Social Issues and the Environment

(20%)

- From Unsustainable to Sustainable development, Urban problems related to energy, Water conservation, rain water harvesting, water shed management,
- Environmental ethics: Issues and possible solutions, Consumerism and waste products, Environment Protection Act, Air (Prevention and Control of Pollution) Act. Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act

### Fieldwork (Desirable Pedagogy)

- Visit to a local area to document environmental assets- river / forest / grassland / hill / mountain. Visit to a local polluted site-Urban / rural / Industrial / Agricultural.
- Study of common plants, insects, birds. Study of simple ecosystems-pond, river, hill slopes, etc. (Field work for Assignment)

### Suggested Readings:

#### Text Book

- *Textbook of Environmental Studies for Undergraduate Courses by Erach Bharucha (Universities Press)*

#### Reference:

- *D.K.Asthana, Meera Asthana, Environmental Studies, S Chand & Company, New Delhi.*

#### Further Readings

1. Agarwal KC, 2001. *Environmental Biology*, Nidi Publishers Ltd. Bikaner.
2. Bharucha Erach, 2003. *The Biodiversity of India*, Mapin Publishing Pvt. Ltd, Ahmedabad – 380013, India. Email: mapin@icenet.net
3. Brunner RC, 1989, *Hazardous Waste Incineration*, McGraw Hill Inc. 480pgs.
4. Clark RS, *Marine Pollution*, Clarendon Press, Oxford (TB).
5. Cunningham WP, Cooper TH, Gorhani E & Hepworth MT, 2001. *Environmental Encyclopaedia*, Jaico Publishing House, Mumbai, 1196pgs.
6. De AK, *Environmental Chemistry*, Wiley Eastern Ltd.
7. *Down to Earth*, Center for Science and Environment (R)

8. Gleick HP, 1993. *Water in Crisis, Pacific Institute for Studies in Development, Environment and Security*. Stockholm Environmental Institute, Oxford University Press, 473 pgs.
9. Hawkins RE, *Encyclopedia of Indian Natural History*, Bombay Natural History Society, Bombay (R)
10. Heywood VH, and Watson RT, 1995. *global Biodiversity Assessment*. Cambridge University Press 1140 pgs.
11. Jadhav H and Bhosale VM, 1995. *Environmental Protection and Laws*. Himalaya Publishing House, Delhi 284 pgs.
12. Mckinney M and Schoch RM, 1996. *Environmental Science Systems and Solutions*. Web enhanced edition, 639 pgs.
13. Mhaskar AK, *Matter Hazardous*, Techno-Science Publications (TB)
14. Miller TG, Jr. *Environmental Science*, Wadsworth Publishing CO. (TB)
15. Odum EP, 1971. *Fundamentals of Ecology*. WB Saunders Co. USA, 574 pgs.
16. Rao MN and Datta AK, 1987. *Waste Water Treatment*. Oxford and IBH Publishing Co. Pvt. Ltd. 345 pgs



# **Veer Narmad South Gujarat University**

## **103 – IT Tools for Business**

**First Year BBA(Semester1)**

**With Effect from June2019**

### **Objective of the course:**

- To create awareness about environment
- To develop written communication skills among students
- To develop managerial soft skills among students

### **Pedagogy**

- Lectures, Hands on exercise on machines (Lab Sessions), Presentations, Audio Visual Material

### **Course Content**

#### **Unit1: Introduction to Computer & Operating Systems**

**(15%)**

- **Computers**

Introduction, Characteristics, History, Generations, Types, Computer Architecture, Devices (Input, Output and Storage), Advantages of Using Computers, Use of computers in Business

- **Operating Systems**

Introduction, Types of user interfaces, Functions of OS, Types of OS, Examples of OS, Booting Process

#### **Unit 2: Word Processor**

**(25%)**

- Creating, navigating and editing word document
- Page set up and page background,
- Formatting, navigating and viewing a document,
- Find and replace function,
- Working with table, inserting smart art and shapes,
- Page breaks and section breaks,
- Headers and footers, watermark, Hyperlinks and bookmarks,
- Table of content, footnotes, citations and bibliographies,
- Working with Mail merge
- Printing a document

### **Unit 3:SpreadsheetPackage**

**(35%)**

- **Basics**

Workbook, worksheet, workspace, Formatting workbook, Conditional formatting, Working with charts, Data validation, Sorting data, Auto filter and advanced filter, Goalseek and scenarios, Excel shortcuts, Pivot tables

- **Functions**

Mathematical, Financial, Statistical, Logical, Counting, Date and Time, Text Functions, Lookup and Reference, D Function, Total and Subtotal function

- **Data Analysis usingExcel**

Use of Built in data form in excel, Correlation and Regression using Add Ins, Macros, MS-Access, Introduction to Database (Field, Table, Record, Primary Key), Creating, editing and sorting database, Creating relationships between tables in access, Creating form, query and report with wizards in access

### **Unit 4:PresentationPackage**

**(10%)**

Creating, browsing and saving presentations, Editing and formatting presentations, Using slide layouts, Adding notes to the slides, Editing and formatting slides, Inserting objects in slides, Slide transition, animation effects, Rehearsing timings, Slide show options

### **Unit 5: InternetandNetworking**

**(15%)**

- **Internet**

Introduction, History, Internet, Intranet and Extranet, Client server architecture, address mechanism, Various Internet services, e-mail.

- **Networking**

Concepts, Components, Types, Topologies, Transmission technologies

### **Suggested Readings:**

1. *Computer Application In Management By RiternderGoel*
2. *PC Software for windows Made Simple ByR.K.Taxali*
3. *Computer Application in Management ByA.K.Saini*
4. *Fundamental of Computer ByP.Mohan*
5. *Information Technology By SushilaMadan*
6. *Computer Fundamentals By Ashok Arora&SefaliBansal*

7. *Computer Fundamentals By Arora Ashok and BansalShefali (ExcelBooks)*
8. *Computer Networks, Andrew s.Tanenbaum*
9. *ABC of Internet, Dyson–BPB*
10. *How Internet Works, Gralla-Tech Media*
11. *Internet Marketing E-commerce and Cyber Loss, Asit Narayan & L.K. Thakur-Author Press*
12. *E\_commerce (Concepts, Models, Strategies) ,By C.S.V.Murthy, Himalaya Publishing House*

# **Veer Narmad South Gujarat University**

## **104 – Fundamentals of Economics**

**First Year BBA(Semester1)**

**With Effect from June2019**

### **Objective of the course:**

- To acquaint the students with the fundamentals of economics

### **Teaching Pedagogy:**

Lectures, Assignments, Quizzes, Presentations

### **Course Content**

#### **Unit 1: Nature & Scope of Economics**

**(20%)**

Meaning of Economic problem, Early definitions (Wealth, Welfare, Scarcity, Growth), Micro and Macroeconomics (Definition, Importance and Limitations), Economics as a positive or normative science, Scope of Economics, Relationship of Economics with other disciplines.

#### **Unit 2: Demand analysis and Supply**

**(25%)**

- Meaning, Individual demand & Market demand, Demand Schedule, Demand Curve, Reasons for downward sloping demand curve, Determinants of demand, Law of demand (Assumptions, Function, Exceptions to the law of demand), Types of demand, Types of demand - Demand for consumer goods and producer's goods, Autonomous demand and company demand, price demand, Income demand, cross demand, short run demand and long run demand Industry demand and firm demand,

- **Demand Elasticity:**

Meaning, Definition, Price, Income and Cross Elasticity (Meaning, equations and Factors affecting)

- **Demand forecasting**

Meaning, its significance, methods of demand forecasting, criteria of a good forecasting method

- **Supply Analysis**

Meaning, the determinants of supply, the law of supply, exceptions to the law of supply, causes for change in supply

### Unit 3: Cost & Revenue Analysis

(25%)

#### ❖ Cost Analysis

- Three concepts of the term 'cost' - real cost, opportunity cost, money cost,
- Types of costs: total cost - fixed cost - average fixed cost - variable cost - total variable cost - Average total cost - marginal cost,
- Behavior of short run average cost curves, 'U' shaped cost curve, Relationship between marginal cost and average cost
- Long run cost curve, long run total cost, long run average cost, long run marginal cost.

#### ❖ Revenue Analysis

- Total revenue, Average revenue, Marginal revenue, Revenue Curves

### Unit 4: National Income and Money Supply

(30%)

#### National Income

- Meaning & Definitions,
- Basic Concept of national income
  - Gross National Product (GNP)
  - Gross Domestic Product (GDP)
  - Net National Product (NNP)
  - Personal Income (PI)
  - Disposable Income (DI)
- Methods of measuring national income
  - Census of Product method or Output method or commodity service method
  - Census of Income method or Factor cost method
  - Census of Expenditure method or Total outlay method
- Circular Flow of Economy Model
  - Two Sector Model
  - Four Sector Model

#### Money Supply

- Definition of Money
- Money & Near Money
- Functions of Money
- Components of Money supply
- Determinants of Money supply
- Importance of Money
- Demand for Money

#### Suggested Readings:

1. *Modern Microeconomics: Theory & Application* - H.L. Ahuja, Publisher Sultan Chand.
2. *Advanced Microeconomics Theory* - M.J. Kennedy, Himalaya Publishing House.

3. *Principles of Economics*-Prem Bhutani ,Taxmann Allied Services (P)Ltd.
4. *Economics*-Paul Samuelson William Nordhaus , TataMacGraw-Hill.
5. *Introduction to Positive Economics*-Richard Lipsey , Oxford Universitypress.
6. *Principles of Economics* – D. M. Mithani, Himalaya PublishingHouse.
7. *Introduction to Economics* – Stephan Dobson,MACMILLAN.
8. *ManagerialEconomics–Analysis,ProblemsandCases* –P.L.MehtaSultan Chand& sons.
9. *EssentialsofManagerialEconomics*–P.N.Reddy,HimalayaPublishingHouse.
10. *Business Economics* – H. L. Ahuja, SultanChand.
11. *Indian Economy* – S. K. Misra, V. K. Puri, Himalaya PublishingHouse.
12. *Economics, The ICFAIUniversity.*
13. *Principles of Economics* – M. L.Seth.
14. *Principles of Economics* – N. Gregory MANKIW, Thomson SouthWestern.

# **Veer Narmad South Gujarat University**

## **105 – Principles of Management**

**First Year BBA(Semester1)**

**With Effect from June2019**

### **Objective of the course**

- To make students familiar with fundamental principles of management
- To acquaint students with various functional areas of management

### **Teaching Pedagogy**

Lectures, Presentation, Group Projects, Group Presentations, Debate, Audio Visual Material

### **Course Content**

#### **Unit 1: Nature and Scope of Management (30%)**

Definitions of Management, Conceptual understanding of management, Features / Characteristics, Roles of Managers, Management: Science, Art or both, Universality of Management, Management as a profession, Code of conduct suggested by AIMA, Management thoughts: Empirical, Fredrick Taylor's Scientific Management, Henry Fayol's Administrative Management, Social System Approach, Decision Theory Approach, System's Approach, Contingency Approach

#### **Unit 2: Planning & Decision Making (20%)**

*Planning:* Concept, Definitions, Process, Characteristics, Process, Types, Premises, Significance, Limitations, *Decision Making:* Concept, Definitions, Process, Individual vs. Group Decision Making

#### **Unit 3: Organising & Staffing (25%)**

Concept, Definitions, Process, Principles, Organisational Structures (Line, Line & Staff, Matrix, Committee) & its features, merits and demerits, Departmentation & its various bases, Centralisation and Decentralisation (Benefits and Limitations), Formal vs. Informal Organisations, Delegation of Authority: Meaning, Definition, Process, principles, Blocks to effective delegation), Staffing: Definition, Features, Difference between Recruitment and Selection, Sources of Recruitment

#### **Unit 4: Coordination and Control (25%)**

- Coordination: Meaning, Definition, Types, Need, Techniques
- Direction: Meaning, Definition, Features, Principles

- Control: Meaning, Definitions, Process, Reasons for Resistance to control, Methods: TQM, Budgetary Control, Break Even Control, Kaizen, Six Sigma, Benchmarking, Responsibility Accounting

### **Suggested Readings:**

1. *Principles of Management*; L.M.Prasad; Sultan Chand and Sons, Latest Edition
2. *Management*: VSP Rao, Excel Publications
3. *Management – Concept, Practice and Cases*; Karminder Ghuman and K. Aswathapa; Tata McGraw Hill; Latest Edition
4. *Principles of Business Management*; Gupta, Sharma and Bhalla; Kalyani Publications; Latest Edition
5. *Management*: Harold Koontz, Tata McGraw Hill
6. *Management*: Robbins & Coulter, Prentice Hall



# **Veer Narmad South Gujarat University**

## **106–Financial Accounting**

**First Year BBA(Semester1)**

**With Effect from June2019**

### **Objective of the course:**

- To provide conceptual knowledge about financial accounting and bookkeeping
- To provide conceptual knowledge about computer accounting and costing

### **Pedagogy**

Lectures, Numerical examples and case study

### **Course Content**

#### **Unit1 Introduction to Financial Accounting and its concepts (15%)**

Meaning, functions and limitations of financial accounting, various accounting concepts & convention, nature of accounts and rules of debit and credit, fundamentals accounting assumptions

#### **Unit 2: Book Keeping (35%)**

Preparation of journal, ledger, various subsidiary books, trial balance, final account of sole trader

#### **Unit3: Depreciation (15%)**

Meaning, objectives and methods of depreciation, examples of depreciation calculation (Straight Line Method and Diminishing Balance Method without retrospective effect)

#### **Unit4: Final Accounts of Company and Computer Accounting (15%)**

- Final accounts of company as per company act 2013 (only elementary examples),
- Introduction and framework of computer accounting, accounting packages (Tally Only)

#### **Unit 5: Elements of Costing (20%)**

Conceptual and meaning of cost accounting (CA), advantages and limitations of CA, concepts of costs, preparation of cost sheet, stock register (FIFO, LIFO, WA)

### **Suggested Readings:**

1. T. S. Grewal, *Introduction of Accounting*, Sultan Chand & Co.

2. *Rupam Gupta, Principles of Accounting, Sultan Chang &Co.*
3. *Hanif and Mukharjee, Modern Accounting, Tata McGrawHill*
4. *S.N.Maheshwari,anIntroductiontoAccountancy,VikasPublishingHousePvt.Ltd.*
5. *A. K. Nandhni, Accounting with Tutorial, BPB Publication,Delhi*
6. *How to use Tall? SanjivGargMashbra, Ind. Pvt. Ltd., B. M. Agrawal (Publication division),Delhi*

# **Veer Narmad South Gujarat University**

## **201 – Personality Development**

**First Year BBA(Semester 2)**

**With Effect from AY2019-20**

### **Objective of the course:**

- To explain the relevance and importance of personality to the students
- To make students familiar with some soft skills
- To generate awareness regarding life skills and self management

### **Teaching Pedagogy**

Lectures, Role Play, Audio Visual Material, Guest Lectures

### **Course Content:**

#### **Unit 1: An Introduction to Personality (25%)**

- Concept and Importance
- Presenting one self – Body Language, Dress code
- Leadership skills
- Personal Hygiene & Grooming
- Development of positive attitude
- Boosting Self-confidence

#### **Unit 2: Life Skills (25%)**

- Introduction, need & Importance
- Self awareness and appropriate social interactions,
- Decision making & problem solving
- Functional reading & research

#### **Unit 3: Self Management (25%)**

- Self management and stress management skills.
- Awareness of personal and community safety issues
- Nutritional concept
- Awareness of community service providers
- Basic home sanitation and maintenance

#### **Unit 4: Soft Skills and Time Management (25%)**

- Soft Skills

Telephonic skills, Interviewing skills, Negotiation, Meeting etiquettes, Dining etiquettes in business meetings, Listening Skills, Teamwork Skills, Assertiveness Skills, Emotional Intelligence Skills, Dressing etiquettes at work, Presentation Skills, Public Speaking, Handling questions from audience

- **TimeManagement**

Objectives and significance of time management, Steps of Effective time management, Time wasters and ways to overcome, Procrastination and ways to overcome

**Suggested References:**

- *Shaffer, D. Social and Personality Development, Belmont, CA, Wadsworth/Thomas learning*
- *UNESCO, Life skills in Non-formal Education, UNESCO & INC NewDelhi*
- *Rajendra Pal and J.S. Korlahalli. Essentials of Business Communication. Sultan Chand & Sons,2004*

# **Veer Narmad South Gujarat University**

## **202 – E-Business**

**First Year BBA(Semester2)**

**With Effect from AY2019-20**

### **Objective of the course**

- To make students familiar with the electronic business
- To acquaint them with infrastructure of e-business

### **Teaching Pedagogy**

Lectures, Presentation, Quizzes

### **Course Content**

#### **Unit 1: Fundamental of e-Commerce (25%)**

Commerce: Meaning & Nature, e-commerce, Origin, Definitions & Meaning, Scope & Goals, Feature, Needs & functions, Significance, Advantages & Disadvantages, Essentials of e-Commerce, e-Commerce v/s Traditional Commerce, Technologies used in e-Commerce

#### **Unit 2: Business Models for E-Commerce (25%)**

e-Business: Meaning, Definitions, Importance, e-Business Models based on the relationships of Transaction Parties, B2C, B2B, C2C, C2G, G2G, B2G, Manufacture Model, Advertising Model, Value Chain Model, Brokerage Model,

#### **Unit 3: Payments Mechanisms in E-Business (25%)**

E-Payment Systems Models of Payments: Credit Cards, Debit Cards & Smart Cards, e-Credit Accounts & e Money/Cash

#### **Unit 4: Digital Signatures (25%)**

- Legal positions of Digital Signatures, Procedure & working of Digital Signature technology,
- E-Payment and Risk: Data Protections, risk from mistakes and disputes, Consumer protection, Management Information Privacy, Managing Credit Risk

### **Suggested Readings:**

1. Essential of E-Business: Arvind Chaudhry, Shyam Salunkhe, Sanjay Saindane, Sachin Jadhav, Prashant Publications
2. Starting E-Commerce Business: Rich, Jason R, IDG Books Delhi
3. E-Commerce Strategy-Technology and Applications: Whiteley, D, McGraw Hill

# **Veer Narmad South Gujarat University**

## **203–Accounting for Managers**

**First Year BBA(Semester 2)**

**With Effect from AY2019-20**

### **Objective of the course:**

- To acquaint the students with the concept of managementaccountancy
- Todeveloptheabilitytoevaluateand useaccountingdatatoaidindecisionmaking for management as awhole

### **Pedagogy**

Lectures, Numerical examples and case study

### **Course Content**

#### **Unit 1 Introduction of Management andCostAccounting (10%)**

Conceptual and meaning of Management Accounting (MA) and Cost Accounting (CA), advantages and limitations of MA and CA, difference between management accounting with financial and cost accounting, scope of management accounting, role of management accounting.

#### **Unit 2: Analysis and interpretation offinancialstatement (35%)**

Advantages and limitations of financial statement analysis, techniques of financial statement analysis: comparative financial statement, common size statement and trend percentage,

**Ratio analysis:**Advantages and limitation of ratio analysis, **Liquidity and solvency ratio:** current ratio, liquid ratio, acid test ratio, proprietary ratio, debt-equity ratio, capital gearing ratio, fixed assets to proprietary ratio, long term funds to fixed assets ratio, **Profitability ratio:** gross profit ratio, net profit ratio, return on capital employed ratio, return on shareholder's fund,**Efficiency ratio:** stock turnover ratio, debtors ratio, creditors ratio, operating ratio

#### **Unit 3: FundFlowAnalysis (15%)**

Preparation of statement showing changes in working capital, preparation of fund flow statement (Including additional information), and adjusted profit and loss account

**Unit 4: Budget and Budgetary Control****(20%)**

Meaning, significance and limitations of budgetary control, cash budget, flexible budget and zero based budgeting,

**Unit 5: Cost –Volume-Profit Analysis and Decision Making****(20%)**

Meaning and Significance of marginal costing, break even analysis (example including one key factor), differential cost, relative cost, analysis through case study in the following decision making areas: Make or buy decision, lease or buy, determination of product mix, adding or dropping a product line and expand or contract.

**Suggested Readings:**

1. *M. N. Arora, Cost and Management Accounting, Himalaya Publication House*
2. *Ravi M. Kishore, Cost and Management Accounting, Taxmann Publication*
3. *R. S. N. Pillai, Management Accounting, Sultan & Chand*
4. *N. Vinayakan and G. B. Gupta, Management Accounting*
5. *S. N. Maheshwar Grewal, Cost and Management Accounting*
6. *Khan and Jain, Management Accounting*

# **Veer Narmad South Gujarat University**

## **204 – Economics for Managers (Including Macro)**

**First Year BBA(Semester 2)**

**With Effect from AY2019-20**

### **Objective of the course:**

- To give a complete and rigorous introduction to basic principles of managerial economics and macroeconomics
- To demonstrate how applications of economic theory can improve decision making.

### **Teaching Pedagogy**

Lectures, Practical examples from corporate & business world, Assignments & Presentations

Course Content:

### **Unit 1 Introduction to Managerial Economics (20%)**

- Introduction – What Managerial Economics is about
- Definitions of Managerial Economics
- Nature & Scope of Managerial Economics
- Chief Characteristics of Managerial Economics
- Significance of Managerial Economics
- Fundamental concepts in Managerial Economics (Opportunity Cost, Discounting and Equi-Marginal)
- Role & Responsibilities of a Managerial Economist in Business

### **Unit 2: Market Structure Analysis–1 (20%)**

#### **❖ Perfectly Competitive Market**

- Price Determination under Perfect Competition
- Features of a Perfectly competitive market
- Demand curve facing the Firm & Industry under Perfect competition
- Equilibrium of the Firm & Industry under Perfect competition in Short-run & Long-run

#### **❖ Monopoly**

- Price Determination under Monopoly
- Features & causes of Monopoly
- Nature of Demand curve & Marginal revenue curve under Monopoly
- Price & output under Monopoly in Short-run & Long-run



❖ **Price Discrimination**

- Meaning of Price discrimination
- Forms of Price discrimination
- Degrees of Price discrimination
- Conditions under which Price discrimination is possible & profitable

**Unit 3: Market Structure Analysis–2**

**(25%)**

❖ **Price Determination under Monopolistic Competition**

- Features of Monopolistic competition
- Nature of Demand curve (AR) & Marginal Revenue (MR) curves
- Concept of Group Equilibrium
- Price & Output determination in short-run & Long Run under Monopolistic Competition

❖ **Selling cost**

- Meaning, Difference between Selling Costs & Production Costs, Effects of Selling Costs on Demand Curve

❖ **Oligopoly**

- Features, Kinked Demand Curve, Price Leadership (Types, Characteristics, Advantages)

**Unit 4: Production Analysis**

**(15%)**

❖ **Production Function**

- Meaning & classification of Factors of Production
- Meaning & significance of Production Function in Business
- Linear Homogeneous Production function
- Short-run & Long-run Production function
- Cobb-Douglas Production function

❖ **Theory of Production**

- Concept of Total Product, Average Product and Marginal Product
- Law of Variable Proportions
- Economies & Diseconomies of scale
- Returns to Scale

❖ **Production Function with Two Variable Inputs**

- Meaning & General Properties of Iso-Quants
- Marginal Rate of Technical Substitution (MRTS)

❖ **Optimum Factor Combination**

- Concept of Iso-Cost Lines
- Least Cost Combination of Factors (Choice of Inputs)
- The Economic Region of Production (Ridge Lines)
- Expansion Path

## Unit 5: Inflation

(20%)

- Meaning of inflation
- Causes of inflation
- Types of inflation (Demand pull and Cost push inflation)
- Stagflation – concept of inflationary gap by Keynes - effects of inflation
- Anti Inflationary Measures
- Philips curve Analysis and concept of Natural rate of unemployment
- Deflation: Causes, Remedies and Solution

### Suggested Readings:

- 1) *Managerial Economics – Analysis, Problems and Cases* – P. L. Mehta, Sultan Chand
- 2) *Managerial Economics in a Global Economy* – Dominick Salvatore, Thomson South-Western
- 3) *Managerial Economics: Application, Strategy & Tactics* – Moyers, Harris
- 4) *Managerial Economics* – D M Mithani, Himalaya Publishing House
- 5) *Essentials of Managerial Economics* – P. N. Reddy, Himalaya Publishing House
- 6) *Managerial Economics* – G S Gupta, Tata McGraw-Hill
- 7) *Modern Microeconomics: Theory & Application* – H L Ahuja, Sultan Chand
- 8) *Advanced Economic Theory: Microeconomic Analysis* – H L Ahuja, Sultan Chand
- 9) *Principles of Microeconomics* – H L Ahuja, Sultan Chand
- 10) *Business Economics* – H. L. Ahuja, Sultan Chand
- 11) *Advanced Microeconomic Theory* – M J Kennedy, Himalaya Publishing House
- 12) *Economics* – Paul Samuelson, William Nordhaus, Tata McGraw-Hill

# **Veer Narmad South Gujarat University**

## **205 – Organisational Behaviour**

**First Year BBA(Semester2)**

**With Effect from AY2019-20**

### **Objective of the course:**

- To make students familiar with humanbehaviour
- To explain the basics of organisationalbehaviour

### **Teaching Pedagogy**

Lectures, Presentation, Group Work, Role Play, Assignments, Case Studies

### **Course Content:**

#### **Unit 1: Introduction to OB (15%)**

Definition, Concept, Contributing Disciplines

#### **Unit 2 Perception (20%)**

Meaning and definitions, Perceptual process, Factors affecting perception, Perception and organisation, Perceptual Distortion

#### **Unit 3 Attitude and Personality (25%)**

Concept and meaning of Attitude, Definitions, Factors affecting formation of Attitudes, Types of Attitudes, Characteristics of Attitude, Attitude and Behaviour, Concept of Personality, Determinates of Personality, Personality andBehaviour

#### **Unit 4Group Dynamics (20%)**

Concept and meaning, Process of formation of groups, Types of groups, Usefulness of groups in organisations, Emerging signals leading to potential differences while functioning in groups (Situational Analysisonly)

#### **Unit 5ConflictManagement (20%)**

Concept and meaning, Process of development of conflict, Functional vs. Dysfunctional conflict, Ego states (transactional analysis), Levels of Conflict, Conflict resolution, Managerial implications

### **Suggested Readings:**

1. *Organisational Behavior by K.Aswathappa*

2. *Organisational Behaviour by L. M. Prasad*
3. *Organisational Behaviour by Stephen Robbins*
4. *Organisational Behaviour by Fred Luthans*

# **Veer Narmad South Gujarat University**

## **206 – Business Environment**

**First Year BBA(Semester2)**

**With Effect from A.Y.2019-20**

### **Objective of the course:**

- To sensitise the class that there are continuous changes taking place in the environment
- To help understand importance of scanning environment on continuous basis
- To sensitise with external factors (micro and macro) that can have potential impact on organisation.

### **Teaching Pedagogy:**

Lectures, Presentations, Case Studies

### **Course Content:**

#### **Unit 1: Introduction (15%)**

Concepts and Importance of Business Environment, Environmental Analysis- Definition, Uses and Limitation, Process of Environmental Analysis, Types of Environment: Internal Environment, External Environment- Micro, Macro

#### **Unit 2: Economic Environment (20%)**

Nature & structure of Economic Environment, Economic Systems, Economic policies - Privatisation, Monetary Policy, Fiscal Policy, Constituents Financial Market: (A brief Introduction)

#### **Unit 3: Technological Environment (15%)**

Meaning and Features, Impact of Technology on Society, Economy, Organization, Management of Technology, Transfer of Technology.

#### **Unit 4: Legal and Political Environment (25%)**

Three political Institutions-Judiciary, Legislation, Executive, Price and distribution Control: Objectives, Different types of price Controls, Public Distribution System, Competition Policy and law: Nature and Scope, Government policies and distortions to competitions, interface of FDI and competition law, Pre requisites for a competition policy, contours of competition law, Competition Act, 2002.

## **Unit 5: Social Environment**

**(25%)**

Concept and significance of Socio-cultural Environment, Social responsibility concept and stakeholder approach, For Social Responsibilities models- Ackerman's Model, Carroll's Four Part model, Arguments for and against social responsibility, Limits of Social Responsibility, Business Ethics, Consumerism, Consumer Protection Act: 1986

### **Suggested Readings:**

1. *Business Environment: Text and Cases* Francis Cherunilam Himalaya PublishingHouse
2. *Essentials of Business Environment* - K Ashwathapa Himalaya PublishingHouse
3. *Business Environment-* ShaikhSaleem, PearsonEducation
4. *Business Environment-* Vivek Mittal, ExcelBooks

# **Veer Narmad South Gujarat University**

## **301 – Entrepreneurship Development**

**Second Year BBA(Semester3)**

**With Effect from June 2020**

### **Objective of the course:**

This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

### **Teaching Pedagogy:**

Lectures, Guest Lectures, Case Study, Presentations, Group Assignments

### **Unit-1 Entrepreneurial Management (20%)**

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

### **Unit-2 Entrepreneurship, Creativity and Innovation (20%)**

Stimulating Creativity; Organizational actions that enhance / hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity

### **Unit-3 Social Entrepreneurship (20%)**

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up

#### **Unit-4 Family Business and Entrepreneurship**

**(20%)**

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and shareholder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession and continuity; women's issues in the family business; Encouraging change in the family business system

#### **Unit-5 Financing the Entrepreneurial Business**

**(20%)**

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital

#### **Suggested Readings**

- Burns, P. (2001). *Entrepreneurship and small business*. New Jersey: Palgrave.
- Drucker, P. F. (2006). *Innovation and entrepreneurship: Practice and principles*. USA: Elsevier.
- Gersick, K.E., Davis, J.A., Hampton, M.M., & Lansberg, I. (1997) *Generation to generation: Life cycles of the family business*. Boston: Harvard Business School Press.
- Hisrich, R., & Peters, M. (2002). *Entrepreneurship*. New Delhi: Tata McGraw Hill.
- Holt, D. H. (2004). *Entrepreneurship new venture creation*. New Delhi: Prentice Hall of India.
- Kaplan, J. (2004). *Patterns of entrepreneurship*. Wiley.
- Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata McGraw Hill.
- Mullins, J. (2004). *New business road test*. New Delhi: Prentice Hall.
- Nicholls, A. (Ed.). (2006). *Social entrepreneurship new models of sustainable social change*. Oxford University Press.
- Prahalad, C. K. (2006). *Fortune at the bottom of the pyramid, eradicating poverty through profits*. Wharton School Publishing.
- Scarborough & Zimmerer, *Effective Small Business Management*
- Stevenson, H. (Ed.). (2007). *Perspective on entrepreneurship*. Boston: Harvard Business Press.



# **Veer Narmad South Gujarat University**

## **302 – Business Start-ups and Innovation**

**Second Year BBA(Semester3)**

**With Effect from June2020**

### **Objectives of the course:**

- To make students aware about the basic steps and tasks required to start up a business and for the creation of a new venture – idea to launch
- To introduce future managers/entrepreneurs towards various ways to generate innovative ideas in business

### **Teaching Pedagogy**

Lectures, Guest Lectures, Case Study, Presentations, Group Assignments

### **Course Content:**

#### **Unit 1: Location of an Enterprise and Steps for Starting a Small Enterprise (25%)**

Introduction, need for enterprise location, Importance of enterprise location, steps in enterprise location, Factors affecting location of enterprise, Selecting general area, Selection of most economic site. Selection of a small scale enterprise, starting a small scale enterprise, objective, registration of small scale enterprise, Infrastructure, Machinery, Raw Materials, Finance, Marketing, Incentives.

#### **Unit 2: Selection of Types of Ownership Organisation and Incentives and Subsidies (25%)**

- Introduction to ownership organisation, Sole Proprietorship – Meaning, Merits & Limitations, Partnership Organisation – Meaning , basic features, Advantages of partnership organisation, disadvantage, Joint stock company – Meaning, Salient Features, Its advantages and disadvantages, Cooperatives – Meaning, Advantages And disadvantages.
- Meaning of Incentives, Subsidy, Controversies on the efficiency of incentives and Subsidies, Need for Incentives, Schemes of Incentives and Subsidies in operations, advantages of Incentives and subsidies, Problem of incentives and subsidies, Idea of State and Central Government Scheme (as per current budget)

#### **Unit 3: Innovations within Firms and Incubation (25%)**

Introduction to Innovation Management, Innovation—meaning, types of innovation, Sources of Innovation, Models of innovation, Innovation as a management process, Managing innovation within firms, Organizational characteristics that facilitate the innovation process, Organizational structures and innovation, Role of individual in innovation process,

Establishing an innovative environment, Role of IT systems and their impact on innovation. Public and Private Incubation, History of business Incubators

#### **Unit 4: Open Innovation and Technology Transfer**

**(25%)**

Introduction to open innovation and technology transfer, dominant economic perspective, Technology Transfer, Process and model of technology transfer, Limitations and barriers to technology transfer, NIH syndrome, Internal organizational factors and inward technology transfer, Identifying external technology, Managing the inward transfer of technology.

#### **Suggested Readings:**

- Narayana R., (2011), *Entrepreneurship, Third Edition, Cengage Learning India Pvt. Ltd, New Delhi.*
- Paul T., (2010), *Innovation Management and New Product Development, Fourth Edition, Pearson India Education Services Pvt. Ltd.*
- Vasant Desai, *The Dynamics of Entrepreneurial Development And Management Entrepreneur, Planning For Future Sustainable Growth, Himalaya Publishing House*
- A Sahay, V Sharma, *Entrepreneurship and New Venture Creation, Excel Books*

#### **For More Reading:**

- [Shlomo M.](#), Seshadri D V R, (2012), *Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Sage Publication, New Delhi.*
- Allan A., (2003), *Innovation Management: Strategies, Implementation and Profits, Oxford University Press, New Delhi.*
- Online resource For; Latest scheme of central Govt. - <https://msme.gov.in/all-schemes>
- Latest Scheme of State Govt. - <https://ic.gujarat.gov.in/msme-small.aspx>

# **Veer Narmad South Gujarat University**

## **303 – Banking, Insurance & Financial Services**

**Second Year BBA(Semester3)**

**With Effect from June2020**

### **Objective of the course**

- To equip students to the complex structure of the Banking, insurance and few Financial Services Sector and enable them to take financial services available in judicious manner

### **Teaching Pedagogy**

Lectures, Guest Lectures, Seminars, Field Visit, Presentations, Audio Visual Material

### **Unit 1: Introduction to Banking**

**(25%)**

Basics of Banking: Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks

### **Unit 2: E-Banking**

**(25%)**

Electronic Banking: Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) - IT Security in Banks.

### **Unit 3: Insurance Services**

**(25%)**

Insurance: Meaning – Nature and Importance, Insurance Regulation: IRDA Regulations – Insurance Contract – Agent Norms.

Life Insurance: Life Insurance - Definitions of Life Insurance, Advantages of Life Insurance, Essential Features of Life Insurance, Brief Introduction of Whole life policy and endowment policy, procedure for the settlement of claims, nomination and assignment, annuity, Mediclaim policy.

General Insurance: Concepts of Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance – Medical Insurance – Social Security Insurance.

#### **Unit 4: Mutual Funds And Other Services**

**(25%)**

Mutual Funds: Introduction, Types of mutual funds, Organization of mutual funds, Regulation of Mutual Funds: Brief introduction to SEBI guidelines

Leasing and Hire Purchase: concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, single investor lease and leveraged lease, Domestic lease and International lease. Hire purchase: concept, legal aspects of HP, financial evaluation – the hirer's view.

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

#### **Suggested Readings:**

1. *Bhattacharya, H., Banking Strategy, Credit Appraisal and Lending Decisions, 2nd Edition, Oxford University Press, 2011.*
2. *Heffernan, S., Modern Banking, John Wiley and Sons, 2005.*
3. *Imam, A., Principles and Practice of Life Insurance in India, Anmol Publisher, 2011.*
4. *Indian Institute of Banking and Finance, Principles and Practices of Banking, 2nd Edition, Macmillan India Ltd., 2012.*
5. *Maheshwari, S. N. and Maheshwari, S.K., Banking Law and Practice, Kalyani Publishers, 2005.*
6. *Mittal, R.K, Saini, A.K. and Dhingra, S., Emerging Trends in the Banking Sector, Macmillan Publishers India, 2008.*
7. *Muraleedharan, Modern Banking: Theory and Practice, PHI Learning, 2009.*
8. *Rose P. and Hudgins, S., Bank Management and Financial Services, 7th Edition, Tata McGraw-Hill, 2010.*
9. *Suresh, P. and Paul, J., Management of Banking and Financial Services, 2nd Edition, Pearson, 2010.*
10. *Tripathy, M., Mishra, S. and Mishra, K.C., General Insurance Business Operations and Decision Making, Cengage Learning, 2009.*
11. *Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons, 2009.*
12. *Insurance Principles and Practice, by R.S. Sharma*
13. *Insurance Principles, Practice and Registration, by M.K. Ghosh & A. N. Agrawal*
14. *Indian Mutual Funds Handbook 5th Edition: A Guide for Industry Professionals and Intelligent Investors by Sundar Sankaran (Author), 2018*

**For Hire, Purchase and Venture Capital: M Y Khan: Financial Services (TMH)**

# **Veer Narmad South Gujarat University**

## **304–Marketing Management**

**Second Year BBA(Semester3)**

**With Effect from June2020**

### **Objective of the course:**

- To familiarize students with the marketing function in organizations. It shall equip the students with understanding of the Marketing Mix elements.
- To sensitize certain emerging issues in Marketing. The course shall use and focus on Indian experiences, approaches and cases.

### **Pedagogy**

Lectures, Power Point Presentation, Discussion, and case study

### **Course Content**

#### **Unit 1 Introduction of Marketing (25%)**

Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context), Segmentation, Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Targeting and Positioning Variables

#### **Unit 2: Buying Behaviour (25%)**

A) Consumer Buying Behaviour: Meaning, Factors affecting consumer behaviour, buying behaviour process (five steps).

(B) Industrial Buying Behaviour: Meaning, Difference between Consumer markets Vs. Industrial market, Factors affecting Industrial buying, Buying behaviour process (eight steps)

#### **Unit 3: Marketing Mix (30%)**

**Product Decisions:** Definition, Product Classification, Product Line Decision, Product Mix Decision, Concept of Product Life Cycle (PLC), PLC marketing strategies, Packaging & Labelling.

**Pricing Decisions:** Determinants of Price, Pricing Methods (Non-mathematical treatment), Discriminatory pricing

**Promotion Mix:** Promotional Mix Tools, Developing effective communication (eight Steps)

**Place (Marketing Channels):** Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers & Their Marketing Decisions, Wholesalers & Their Functions, Marketing-Logistics Decisions.

#### **Unit 4: Introduction to Digital Marketing**

**(20%)**

Evolution of Digital Marketing from traditional to modern era, Role of Internet, Emergence of digital marketing as a tool, Drivers of the new marketing environment, Digital marketing strategy, P.O.E.M. framework, Digital landscape, Digital marketing plan, Digital marketing models, Introduction to social media marketing, penetration & characteristics.

#### **Suggested Readings:**

1. Kotler, P. & Keller, K. L., Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S., Marketing Management, Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D'Amico, M., Marketing Management, Ohio South-Western College Publishing.
5. Seema Gupta, Digital Marketing, McGraw Hill, 1<sup>st</sup> Edition - 2017
6. Ian Dodson, The Art of Digital Marketing, Wiley India, Latest Edition
7. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson 1<sup>st</sup> Edition - 2017
8. Vandana Ahuja, Digital Marketing Oxford University, Press Latest Edition
9. Philip Kotler, Marketing 4.0, Moving from Traditional to Digital, Wiley 2017
10. Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts, Social Media Marketing, A Strategic Approach, Cengage, Latest Edition
11. Online resource for Digital Marketing: SWAYAM

# **Veer Narmad South Gujarat University**

## **305–Financial Management**

**Second Year BBA(Semester3)**

**With Effect from June2020**

### **Objective of the course:**

- To acquaint students with the techniques of financial management and their applications for business decisionmaking.

### **Pedagogy**

Lectures, Numerical, Power Point Presentation, Discussion, and corporate case study

### **Course Content**

#### **Unit 1 Introduction ofFinancialManagement (25%)**

Meaning and Nature of Financial Management (FM), Finance and related disciplines, Scope of Financial Management, Goals of FM: Profit Maximization, Wealth Maximization - Traditional and Modern Approach, Functions of finance – Finance Decision, Investment Decision, Dividend Decision and Liquidity Decision, Roles of a finance manager, Concept of Time Value of Money: why people value money today?, concept of present value, future value (Lump sum, simple annuity and growing annuity)

#### **Unit 2: Long TermInvestmentDecision (30%)**

Capital Budgeting –Nature and meaning of capital budgeting, Principles and Techniques, Estimation of relevant cash flows and terminal value, Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitability Index Method and Pay Back Period.

#### **Unit 3: Dividend PolicyandLeverage (20%)**

The irrelevance of dividends: General, MM hypothesis, Relevance of dividends: Walter's model, Gordon's model, types of dividend dates – Ex date, due date, announcement date, Overview on effect of dividend announcement on stock prices, Leverage Analysis: Operating and Financial Leverage, Combined leverage.

#### **Unit 4: Introduction toDigitalMarketing (25%)**

Working Capital Management: Meaning, factors affecting working capital, Operating cycle and cash cycle, determination of working capital requirement

Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only), Cash management technique.

Receivables Management – Objectives, Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis, Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost.

**Suggested Readings:**

- M.Y. Khan & P.K. Jain, Financial Management - Text Problem and Cases, Tata McGraw Hill Publishing Co.Ltd.
- I. M. Pandey: Financial Management - Theory and Practices, Vikas PublishingHouse.
- R. P. Rustogi, Financial Management - Theory Concepts and Practices, Taxmann Publication.
- R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty, Principles of Corporate Finance, McGraw Hill HigherEducation
- J.V. Horne & J.M. Wachowicz, Fundamentals of Financial Management, PrenticeHall



# **Veer Narmad South Gujarat University**

## **306 – Human Resource Management**

**Second Year BBA(Semester3)**

**With Effect from June2020**

### **Objective of the course:**

The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management.

### **Teaching Pedagogy:**

Lectures, Guest Sessions, Group Work, Role Play, Seminars, Case Studies

### **Course Content**

#### **Unit 1: HumanResourceManagement (25%)**

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organizations

#### **Unit 2: HumanResourcePlanning (25%)**

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories, Brief Idea of HRIS (Human Resource Information System), succession planning, Job analysis – Uses, methods, Job description & Job specifications. Recruitment, Selection & Orientation: internal & external sources, e-recruitment, selection process, orientation process.

#### **Unit 3: Training, Career PlanningandCompensation (25%)**

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview. Career planning: career anchors, career life stages. Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit

sharing, gain sharing, employees' stock option plans, Brief introduction of social security, health, retirement & other benefits.

#### **Unit IV: Industrial Relations & Collective Bargaining**

**(25%)**

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

#### **Suggested Readings:**

- *De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.*
- *Dessler, G: Human Resource Management, Pearson.*
- *Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill*
- *Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books*
- *R. Wayne Mondy & Robert M. Noe: Human Resource Management, Pearson*

# **Veer Narmad South Gujarat University**

## **401 – Ethics & Corporate Social Responsibility**

**Second Year BBA(Semester4)**

**With Effect from AY2020-21**

### **Objective of the course:**

- To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

### **Pedagogy**

Lectures, Power Point Presentation, Discussion, and case study

### **Course Content**

#### **Unit-1 Business Ethics (15%)**

The concept of ethics, 'ethics' and related connotations, business values and ethics, concept of business ethics, various approaches to business ethics, ethical theories, the concept of corporate ethics, benefits of adopting ethics in business, code of ethics.

#### **Unit-2 Management of Ethics (30%)**

Ethics analysis [Hosmer model], Ethical dilemma, Ethics in practice, ethics for managers, Role and function of ethical managers, the organizational size, profitability and ethics, Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies

#### **Unit-3 Theory of Ethics and environmental ethics (15%)**

Introduction, theory of egoism and subjectivism, Cultural relativism, approaches to environmental issues, opposition to green environment, ROI of sustainable environmental responsibility

#### **Unit-4 Corporate Social Responsibility(CSR): (30%)**

Meaning, corporate philanthropy, CSR-an overlapping concept, corporate sustainability reporting, CSR through triple bottom line, CSR and business ethics, CSR and corporate governance, environmental aspect of CSR, CSR models, drivers of CSR, global reporting initiatives, major codes on CSR initiatives in India

## **Unit-5 Corporate Social Responsibility and Governance**

**(10%)**

Strategies for CSR - Challenges and implementation, Evolution of corporate governance, Governance practices and regulation, Structure and development of boards, Role of capital market and government, Governance ratings

### **Suggested Reading:**

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. O. C. Ferrell, John Fraedrich, and Ferrell: Business Ethics 2009 Update: Ethical Decision Making and Case, Cengage Learning, 2009.
3. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
4. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
5. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar

# **Veer Narmad South Gujarat University**

## **402–Management of MSMEs**

**Second Year BBA(Semester 4)**

**With Effect from AY2020-21**

### **Objective of the course:**

- To teach aspiring entrepreneurs/managers way to deal with issues faced by small business owners.
- To make students understand the planning necessary to create a dynamic and effective business plan.

### **Pedagogy**

Lectures, Power Point Presentation, Discussion, and small business case study

### **Course Content**

#### **Unit 1 Introduction to Small Scale Industries and Enterprise (25%)**

Concept and definition of Micro, small and Medium enterprise, Inception of SMEs or filing of Memoranda by MSMEs, Evolution of MSME, Classification, objectives and characteristics of Small Scale Industries, Scope and trends of small enterprises in India, Small Scale Industries and Gandhiji, Small Business - The Driving force for National Growth, Classification of Enterprises.

#### **Unit 2: Challenges and Opportunities of MSMEs (30%)**

Advantages of MSMEs and their role and significance in economic development, Role of Government in promoting SSI in India, Policies for MSMEs and Scope of MSMEs in India, Challenges and Opportunities of MSMEs in the current scenario, Problems of and Prospects of SSI/ MSMEs, Performance of MSME/ SSI Sector, Pattern of Growth of MSMEs..

#### **Unit 3: Financing Small Industries and Managing Intellectual Property (25%)**

Financing Small Industries, Introduction and types of Intellectual property, Patents- Introduction, Expiry of patent and patent extensions, Trademarks-Introduction, Duration of registration, infringement and passing off, registered designs, Copyright- Introduction, remedy, Counterfeit goods and IP.

Concept of Globalization and Liberalization, Impact of Liberalization and globalization on MSMEs, Some issues in the context of Vitalization of MSMEs for growth and development, Role of SSI/ MSMEs in a global economy, Future Growth of Global SMEs.

**Suggested Readings:**

- *Vasant Desai, The Dynamics of Entrepreneurial Development And Management Entrepreneur, Planning For Future Sustainable Growth, Himalaya Publishing*
- *Poornima M. Charantimath, Entrepreneurship Development & Small Business Enterprises – Second Edition, Pearson*
- *A Sahay, V Sharma, Entrepreneurship and New Venture Creation, Excel Books*
- *Narayana R., (2011), Entrepreneurship, Third Edition, Cengage Learning India Pvt. Ltd, New Delhi.*
- *Paul T., (2010), Innovation Management and New Product Development, Fourth Edition, Pearson India Education Services Pvt. Ltd.*
- *Vasant Desai, Management of a small scale- industry, Himalaya Publishing*
- *Vasant Desai, Small scale industries and entrepreneurship, Himalaya Publishing*

# **Veer Narmad South Gujarat University**

## **403 – Introduction to Taxation**

**Second Year BBA(Semester 4)**

**With Effect from AY2020-21**

### **Objective of the course:**

- Acquaint the students with the tax structure for individuals and corporates and also its implications for planning

### **Teaching Pedagogy:**

Lectures, Guest Lectures, Seminars

### **Course Content:**

#### **Unit1 (20%)**

Income tax concepts: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income, Tax Evasion, Tax Avoidance.

#### **Unit2 (20%)**

Computation of Income under the head Salary

#### **Unit3 (20%)**

Computation of Income under the Head: House Property and Profits and gains from Business or Profession, Computation of Income under the Head: Capital gains and Income from other sources

#### **Unit4 (20%)**

Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return

## Unit5

(20%)

Tax Structure of India (Indirect Taxes) Goods and Service Tax, Introduction and concept Dual GST, advantages of GST, Present Indirect tax structure V/s GST (Shorts Comings and Challenges), Definitions (Selected - Goods, Services, CGST, IGST, Person, Works Contract, Places of Business, Aggregate turnover, Business, Supply, Composite Supply, Mixed Supply), Composition levy and levy and Collection

### **Text Books:**

1. *Singhania, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.)*
2. *Ahuja & Gupta, Simplified Approach to Corporate Tax, Flair Publications Pvt. Ltd (Latest ed.)*

### **References:**

1. *Ahuja & Gupta. Simplified Approach to Income Tax Flair, Publications Pvt. Ltd.*
2. *Mahesh Chandra & Shukla, D.C. Income Tax Law & Practice Pragati Publications.*
3. *Goyal, S.P. Tax Planning and Management. Sahitya Bhawan Publications.*
4. *Singhania, V.K. Student Guide to Income Tax. (University ed.). Taxmann Publications Pvt. Ltd.*
5. *Poddar Avinash S : Glimpses of GST, CCH India – A Wolter Kluwer Business*
6. *Batra Ashok, GST Law and Practice, CCH India – A Wolter Kluwer Business*
7. *Datey V S, GST Ready Reckoner, Taxmann 10. Mohan Rajat Illustrative Guide to GST, Bharat Law House*



# **Veer Narmad South Gujarat University**

## **404 – International Business Environment**

**Second Year BBA(Semester 4)**

**With Effect from AY2020-21**

### **Objective of the course:**

- To get the students acquainted with the present economic environment in India and abroad.
- To enable the students understand the various issues involved in the macro management of the economy

### **Teaching Pedagogy:**

Lectures, Presentations, Group Projects, Group Discussions

### **Unit 1: Introduction to Globalization**

**(20%)**

**Globalization:** Introduction to Globalization, What is globalization, the globalization of Markets, The globalization of productions, the emergence of global institutions, Drivers of globalization

### **Unit 2: Differences in Political Legal & Economic Environment**

**(20%)**

Introduction, Nationwide Differences in Political Systems, Economic Systems, Legal Systems  
Different Legal Systems, Differences in Contract Law, Property Rights

### **Unit 3: Differences in Cultural Environment**

**(20%)**

Differences in Culture: Introduction, Values and Norms, Culture, Society and the Nation state,  
Culture and the workplace, Implications for Managers

### **Unit 4: Ethics in International Business**

**(20%)**

Introduction, Ethical Issues in International Business, Ethical Dilemmas, The roots of Unethical Behavior, Ethical decision making

### **Unit 5: Open Economy Management**

**(20%)**

Open Economy Management. Balance of payments, Role of Foreign Trade & Policy, Role of Foreign Capital & Policy, Exchange Rate Policy and Exchange Controls, Regional Integration: EU,

etc. World Trade Organization, World Bank, IMF, etc, Other Global Orientation of Indian Economy: Growth and evolution of Indian MNC's, Current crises in US/Europe/Asia and its impact on economic growth of India. SAARC, ASEAN and India

***Suggested Readings:***

- *Francis Cherunillam, International Business, Himalaya Publications*
- *Hill C., Jain A., (2009), International Business – Competing in the global marketplace Sixth edition, Tata McGraw Hill, New Delhi*
- *The Indian Economy; Problems and Prospects. Edited by Bimal Jalan, Penguin*
- *V.K. Puri: Indian Economy, Himalaya Publishing House*

# **Veer Narmad South Gujarat University**

## **405 – Production & Operations Management**

**Second Year BBA(Semester4)**

**With Effect from AY2020-21**

### **Objective of the course:**

- To expose students with the basics of Operations Management
- To understand basic management of manufacturing processes.
- They must appreciate that fundamentals of Operations Management are also applicable to production of services.
- They should also be exposed to quality assurance techniques.

### **Teaching Pedagogy:**

Lectures, Presentations, Group Projects, Industrial Visit (Strongly Advisable)

### **Course Content:**

#### **Unit 1: Introduction to Production Management (15%)**

Definition of Production, Production Management, Operations, Operations Management, Difference between Production and Operations, Scope of Operations Management, Significance of Operations management, Interface of Operations Management with other disciplines, Difference between Goods and Services, Different Types of Production Systems – Continuous, Intermittent and their sub-types with merits and demerits

#### **Unit 2: Plant Layout and Material Handling (15%)**

- Plant Layout: Definition, Factors affecting choice of layout, types of layouts, Principles of a good plant layout
- Material Handling: Concept, Definitions, Types of Material Handling Equipments, Principles of Material Handling

#### **Unit 3: Inventory Control (With Numerical) (20%)**

Definition and Concept of Inventory, Inventory Control, Types of Inventory, Various Classification of Inventory Control: ABC Analysis, VED Analysis, FSN Analysis, Cost Associated with Inventory Control, Basic EOQ Model & Its Assumptions, EOQ Model with discounts, Reorder level, Lead time, Safety Stock, Numerical Problems on EOQ Model, ERLQ model and its assumptions, Numerical problems on ERLQ

#### **Unit 4: Production Planning (With Numerical) and Quality Control (Theory only) (25%)**

- Production Planning: Definition and Concept, Concept of Aggregate Production Planning, Master Production Schedule: Definition, Flow Chart, General Explanation, Functions, Process, Material Requirement Planning: Definitions, Flowchart, Inputs and Outputs, Capacity Requirement Planning: Definition, Flow Chart, General Understanding, Inputs and Outputs, Methods of Capacity Adjustments, Scheduling: Backward and Forward, Priority Sequencing Rules, Strategies, Assignment Problems (With Numerical), Johnson's Rule (With Numerical)
- Quality Control: Definitions and Methods (Statistical Quality Control, Quality Circles, Genichi Taguchi's Quality Loss Function, TQM, Zero Defect Approach)

#### **Unit 5: Work Study (With Numerical) (25%)**

Definition and Concept of Work Study, Basic Procedure of Work Study, Symbols used in Work Study, Method Study: Definition, Process of Method Study, Recording Techniques in Method Study (Charts, Diagrams and Photographic Techniques), Time Study (Work Measurement): Definitions, Process, Direct and Indirect Methods used in Work Measurements, Elements, Various types of Allowances, Numerical Problems on Man Machine Charts, Calculations of Standard Time, Normal Time and Allowances

##### ***Suggested Readings:***

1. *Operations Management- By Joseph Monks , McGrawHill*
2. *Operations management – By Everett Adams, PHI*
3. *Operations Management – By Martinich, PHI*
4. *Operations Management – By Krajewski, PHI*
5. *Operations Management – By William Stevenson, McGrawHill*
6. *Operations Management – By Russell & Taylor*
7. *Work Study: ILO, Geneva **(For Unit5)***
8. *Production and Operations Management by K.Ashwatthappa*

# **Veer Narmad South Gujarat University**

## **406 – Quantitative Techniques for Management**

**Second Year BBA(Semester4)**

**With Effect from AY2020-21**

### **Objective of the course:**

To familiarize students with the concepts of statistics and make them aware that how these techniques are applicable and used in the field of business management

### **Teaching Pedagogy:**

Lectures, Class Exercise, Case Study

### **Unit 1: CorrelationandRegression**

**(25%)**

Correlation: Definition, Meaning, Properties, Types, Importance, Correlation Coefficient, Karl Pearson's Product Moment Method and assumptions, Merits, demerits & its practical problems, Spearman's Rank Correlation, its uses, interpretation and practical examples, Partial correlation

Regression: Meaning, Importance, Regression Line, Regression Coefficients, Properties and uses, Equation, PracticalProblems

### **Unit 2: Probability andProbabilityDistributions**

**(35%)**

#### **Probability**

- Basic Concepts: Random Experiment, Events, Sample Space, Mutually Exclusive Events, Equally Likely Events, Independent Events, DependentEvents
- Definition of probability of an Event, Statistical or Empirical definition of probability, Axiomatic or Modern approach toprobability
- Addition and Multiplication Rules of Probability (withoutproof)
- ConditionalProbability
- Baye'sRule

#### **MathematicalExpectation**

- Definition of Random Variable
- Discrete Random Variables and Continuous RandomVariables
- Expected Value of Discrete Random Variable and itsproperties
- Variance of Discrete Random Variable and itsproperties

**Probability Distributions: Discrete**

- Meaning of Probability Distribution
- Discrete Probability Distributions
- Probability Mass Function
- Binomial Distribution
- Poisson Distribution

**Probability Distribution: Continuous**

- Continuous Probability Distribution, Probability Density Function
- Normal Distribution: Necessary conditions, Normal Distribution Function and its properties

**Unit 3: Hypothesis Testing: Large Sample Tests****(20%)**

- Basic concepts: Hypothesis, Null Hypothesis, Alternative Hypothesis, Statistic, Parameter, Sampling Distribution, Standard Error, Type I and Type II errors, Level of Significance, Degree of Freedom, Acceptance Region, Critical Region
- Testing of Hypothesis, Testing Procedure
- Large Sample Tests: Practical Examples
- Estimation of Confidence Interval and Determination of optimum sample size

**Unit 4: Hypothesis Testing: Large Sample Tests****(20%)**

- t Test: Test of Mean, Test of difference between two means, Paired t test
- F Test: Test of difference between two variances, Application of F test in ANOVA (One way and Two way)
- Chi Square ( $\chi^2$ ) Tests (Test of Independence & Test of Goodness of Fit)
- Test for Population Variance

**Suggested Readings:**

1. *Fundamentals of statistics* : S.C.Gupta
2. *Statistics for management* : Richard I. Levin and David S.Rubin
3. *Complete Business Statistics* : Amir D. Aczel and Jayavel Sounderpandian
4. *Statistics for Management*: Anand Sharma 5. *Statistics for Business and Economics* : R P Hooda

# **Veer Narmad South Gujarat University**

## **502 - Business Research**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

### **Objective of the course:**

1. To acquaint students with the basic procedure of scientific businessresearch
2. To orient students with the methodology of research in a way that they can do their semester six project report work in an effectivemanner
3. To develop a research aptitude within students that is helpful in taking rational businessdecisions

### **Teaching Pedagogy:**

Lectures, Case Studies from real business worlds, Presentations, Computer Assisted Exercises

### **Course Content:**

#### **Unit 1 Introduction toBusinessResearch (25%)**

- Concept & Definition, Classification of Business research viz. Basic vs. Applied Research, Problem Identification vs. Problem Solving Research, Cross Sectional vs. Longitudinal Research, Internal vs. ExternalResearch
- Methods of Knowing: Scientific & non-scientific methods, Differences between scientific & non- scientific methods, Different types of non-scientific methods: Method of tenacity, Method of appeal to authority, Method of self evident truth, Characteristics of a good scientific research,
- Types of research design (Exploratory and Conclusive), Different types of errors in business research,
- Meaning of terms: “Concept”, “Construct” and “Definition” in relation to business research, Different types of variables in business research, Definition of hypothesis, Types of hypothesis, Role of hypothesis in research Qualities ofa good hypothesis,
- Business ResearchProcess

#### **Unit 2DataCollection (25%)**

- Difference between terms: “Data” and “Information”, Difference between Primary Data & Secondary Data. Their relative merits & de-merits, various sources of secondary data (Internal & External), Use of internet in secondary datacollection

- General Idea of survey methods, Four Survey Methods viz. Telephonic Survey, Personal Survey, Electronic Survey and Mail Survey, Comparison of four survey methods on various parameters
- Definition of Observation, When observation method is suitable, Advantages and Limitations of Observation Method, Conceptual Understanding of various types of Observation Methods viz. Direct & Indirect Method, Mechanical & Human Observation, Disguised & Non-disguised, Structured & Non-Structured, Participative and Non-Participative Observation

### **Unit 3 Sampling and Scaling Methods (20%)**

- Difference between Sample and Census, Sampling Procedure, Qualitative and Quantitative Factors affecting Sample Size determination, Probabilistic and Non-Probabilistic Sampling Methods
- Definition and Meaning of Scaling, Concept of Reliability, Validity and Sensitivity of scales, Various Comparative and Non-comparative Scales,
- Ethics in Research

### **Unit 4 Design of Questionnaire & Data Processing (20%)**

- Definition of Questionnaire, Process of questionnaire design, Importance of pre-testing of questionnaire
- **Data Preparing:** Process of Data Preparation (Questionnaire Checking, Editing, Coding, Transcribing, Data Cleaning, Adjusting the data)
- **Data Analysis:** Purpose of Statistical Analysis, General idea of various statistical tools like Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Standard Deviation, Variance, Covariance)

### **Unit 5: An Introduction to Qualitative Research (10%)**

- Concept of Qualitative Research, Difference between Qualitative and Quantitative Research
- Conceptual understanding of (i) Focus Group Discussions (ii) In-Depth Interview

### **Suggested Readings:**

1. *Business Research Methods: Donald Cooper & Schindler, Tata McGraw Hill (Main Text)*
2. *Marketing Research: Naresh Malhotra, Pearson Publications (Second Text)*
3. *Marketing Research: Churchill, Dryden Press, Harcourt Publications*
4. *Business Research Methods: Zikmund, Cengage Publishing*
5. *Business Research Methods: Saunders, Pearson Publications*
6. *Social Research Methods: Alan Bryman, OXFORD University Press (For Unit 5)*



# **Veer Narmad South Gujarat University**

## **503 - Service Management**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

### **Objectives of the course:**

1. To explain basic concepts of services to the students
2. To relate concepts and principles of services with real world working of various service sectors

### **Pedagogic Tools:**

Lectures, assignments, group presentations, practical examples of corporate world, project work

### **Course Content:**

#### **Unit 1: Introduction to Service Industry (20%)**

Introduction to Services, Unique characteristics of Services, Classification of Services, Challenges confronted by Service sector in India, Factors responsible for growth of Service Economy, Service Management. Consumer Behavior in Services: Search, Experience and Credence Properties, Stages in Consumer Decision Making for services

#### **Unit 2: Service Marketing Mix (30%)**

Product: Core and supplementary Elements, Branding service Products, Price: Role of Non monetary costs, Pricing strategy, Pricing and Revenue Management, Yield Management, Place: Service Distribution, Role of Customers in Service Delivery, delivery through intermediaries, Franchising, Electronic Channels, Self Service Technologies, Promotion: Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication, People: Employee's role in Service Delivery, Service Leadership and culture, Process: Service Blueprinting, Service Process Redesign, Physical Evidence: Servicescape, Service Environments

#### **Unit 3: Service Quality and Measurement (10%)**

What is Service Quality, The Gaps Model, Service Quality Dimensions (SERVQUAL)

#### **Unit 4: Handling Customer Complaints and Service Recovery (20%)**

Understanding complaining behavior, Principles of Effective service recovery systems,

Service Guarantees, Discouraging abuse and Opportunistic Customer behavior, Seven types of Jaycustomers

**Unit 5: Introduction to Different Services**

**(20%)**

***[Introduction, SWOC, Types / Segments, Latest Developments in India, Major Players, 7Ps of following sectors, other contemporary issues]***

Retailing, Hospitality - Travelling and Tourism, IT Enabled Services, Consultancy Services, Transportation Services, Banking Services, Insurance Services, Healthcare and Hospital Management, Telecom Sector, Education Sector

**Suggested Readings:**

1. *Services: Marketing, Operations and Management* - Jauhari Dutta, Oxford University Press.
2. *Services Marketing* - Govind Apte, Oxford University Press.
3. *Services Marketing: Text and cases* - Rajendra Nargundkar, Tata McgrowHill.
4. *Services Marketing: Concept, Planning and Implementation* - C Bhattacharjee, Excel Book.
5. *Services Sector Management: An Indian Perspective* - C Bhattacharjee, Jaico Publishing House.
6. *Services Marketing* - Zeithmal, Bitner, Gremler and Pandit, Tata Macgrow-Hill
7. *Services Marketing: a south Asian Perspective* - Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson Education.
8. *Services Management: Operations, Strategy, Information Technology* - Fitzsimmons and Fitzsimmons, Tata Mcgrow-Hill.

# **Veer Narmad South Gujarat University**

## **504 – Legal Aspects of Business**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

### **Objective of the course:**

- To aware the students about legal and regulatory framework of business related laws.

### **Pedagogic Tools:**

Lectures, assignments, Guest Lectures, Professional Visits, group presentations, project work

### **Course Content:**

#### **Unit 1: The Indian Contract Act, 1872 (20%)**

Definition of a contract, Essential of a valid contract, Discharge of a contract, Remedies for breach of a contract

#### **Unit 2: The Negotiable Instrument Act, 1881 (20%)**

Definition of Negotiable Instrument, Characteristics of a negotiable instrument, Types of negotiable instrument, Parties to negotiable instrument, Holder and Holder in due course, Liabilities of parties

#### **Unit 3: The Sale of Goods Act, 1930 (20%)**

Formation of contract of sale, Subject matter of contract of sale, Conditions and Warranties, Express and Implied Conditions and Warranties, Caveat Emptor

#### **Unit 4: The Consumer Protection Act, 1986 (20%)**

Introduction, Definitions, Consumer protection redressal agencies

#### **Unit 5: The Information Technology Act, 2000 (20%)**

Definitions, Electronic Signature, Electronic Governance, Regulations of certifying authorities, Penalty-Compensation and Adjudication

### **Suggested Readings:**

1. *Prof Akhileshwar Pathak Legal Aspects of Business Tata McGraw Hill 4<sup>th</sup> Edition*
2. *N. D. Kapoor, Mercantile Law Sultan Chand & Sons Latest Edition*
3. *S S Gulshan Business Law Excel 3<sup>rd</sup> Edition*

# **Veer Narmad South Gujarat University**

## **MSE-1: 505 – Advertising and Brand Management (Marketing Elective Group)**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

**Objective of the course:**

4. To acquaint students with the basic concepts of IMC
5. To orient students with current scenarios in advertising and branding

**Teaching Pedagogy:**

Lectures, Learning through, Advertisement Videos, Case Studies from real business worlds, Presentations, Quizzes, Group Activity

**Course Content:**

### **Unit 1: Introduction to Advertising (20%)**

Definition, Objectives, Functions and Classification of Advertising, The role of advertising in Marketing, The role of advertising agencies

### **Unit 2: Understanding Communication Process (20%)**

Source, Message and channel factors, AIDA Model, Hierarchy of Effect Model, Innovation Adoption Model, Elaboration Likelihood Model

### **Unit 3: Planning for Marketing Communication (20%)**

Introduction to IMC Tools – Advertising, Sales Promotion, Publicity, Public Relations and Event Sponsorship, Setting Marketing Communication Objectives, DAGMAR Approach for setting advertisement objectives, Building the IMC Program: Using Creative Strategies in advertising, sales promotion, publicity and event sponsorship, Creative strategy in implementation and evaluation of marketing communication – Types of appeals and execution styles

### **Unit4: Brand and Brand Management (15%)**

What is a brand, Importance and Scope of Brand, Branding challenges and Opportunities, Strategic Brand management process

### **Unit 5: Customer based brand equity (15%)**

Sources of brand equity, Building a strong brand, criteria for choosing brand elements, Options and tactics for brand elements

## **Unit 6: Managing brands over time**

**(10%)**

Reinforcing Brands, Revitalising Brands, Adjustments To Brand Portfolio

### **Suggested Readings:**

1. *Advertising & Promotion: An Integrated Marketing Communication Perspective*, TATA McGraw Hill, George Belch, Michael Belch and Keyoor Purani
2. *Integrated Advertising, Promotion and Marketing Communication: Kenneth Clow and Donald Baack*, Pearson
3. *Strategic Brand Management: Building, Measuring and Managing Brand Equity* – Kevin Keller, PHI.

# **Veer Narmad South Gujarat University**

## **MSE-2: 506 – International Marketing Management (Marketing Elective Group)**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

### **Objectives of the course:**

1. To acquaint students with global environment of marketing
2. To give thorough understating with regards to export, its procedure and documentation.
3. To orient students with contemporary issues in international marketing

### **Teaching Pedagogy:**

Lectures, Videos, Case Studies from real business worlds, Presentations, Quizzes

### **Course Content:**

#### **Unit 1: International Marketing**

**(25%)**

- International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach, An overview of the International Marketing Management Process; International Marketing Environment, Various factors affecting International Marketing Environment, International Marketing vs. Domestic Marketing
- International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

#### **Unit 2: International Marketing Mix**

**(25%)**

- **Product:** Product-Communication Strategies, Advantages and Limitations of Product Standardisation and Product Adaptation, Branding-Packaging-Labeling Decisions in International Business
- **Price:** Factors affecting International Pricing, Pricing Steps, Transfer Pricing, Various INCOTERMS—EXW, FCA, FAS, FOB, CFR, CIF, CPT, CIP, DAF, DES, DEQ, DDU, DDP
- **Promotion:** Promotional Mix Elements
- **Distribution:** Indirect and Direct Exporting, Types of foreign Intermediaries

**Unit 3: Trade Policy and Export Promotion****(20%)**

- Introduction, Trade Barriers: Tariffs & Non Tariff, Export Promotion: Organizational set up, Incentives, production Assistance/facilities, Marketing Assistance, Special Economic Zones, Export Houses, Evaluation of Export Promotion Measures

**Unit 4: Export Procedure and documentation****(20%)**

- **Export Procedure:** Registration, Pre-Shipment, Shipment, Post-Shipment
- **Documentation:** Commercial and Regulatory

**Unit 5: Foreign Direct Investments****(10%)**

- Meaning, Types of FDI, Factors affecting FDI, Merits and Demerits of FDI

**Suggested readings:**

1. *International Business: Text and Cases* - P. Subba Rao, Himaliya Publishing House.
2. *International Business: Text and Cases* - Francis Cherunilam, PHI Learning.
3. *International Business* - Rakesh Mohan Joshi, Oxford University Press.
4. *International Trade and Export management* - Francis Cherunilam, Himaliya Publishing House.
5. *International Marketing* – Rajendra Nargunkar, Tata McGraw Hill.
6. *International Marketing: Text and Cases* - Francis Cherunilam, Himaliya Publishing House.
7. *Export Management* - T.A.S. Balagopal, Himaliya Publishing House.
8. *International Marketing management: An Indian Perspective* - R. L. Varshney, B. Bhattacharya, Sultan Chand & sons.

# **Veer Narmad South Gujarat University**

## **FSE-1: 505 – Advance Financial Management (Finance Elective Group)**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

### **Objectives of the course:**

- To equip to students with basic tenets of long term financial decision-making.

### **Teaching Pedagogy:**

Lectures, PowerPoint presentations, Group Work

### **Course Content:**

#### **1. Valuation of Securities(Numeric) (30%)**

Concept of value, Importance of Valuation, Bond Valuation :- Basic bond valuation, semi-annual interest payment, effect of relation between required rate of return & coupon rate on bond values, effect of years to maturity on bond values, yield to maturity, perpetual bonds. Equity valuation: Dividend capitalization (Single period/ Multi period), Earnings capitalization Techniques (Numeric), Give a small assignment on equity valuation from BSE and NSE listed companies

#### **2. Cost of Capital(Numeric) (30%)**

Meaning & significance, explicit & implicit cost, Cost of debt, equity and retained earnings, Cost of equity through dividend capitalization approach, realized yield method, CAPM & earning price method, weighted average cost of capital

#### **3. Capital Structure(Numeric) (20%)**

Meaning and Significance, Net Income, Net Operating Income, Traditional & MM Theory (Including Arbitrage)

#### **4. Assets Financing and Venture Capital (20%)**

Lease Financing: Concept, Classification, Essential Elements, Significance and Limitations, Hire – Purchase Finance: Conceptual Framework, Parties to a Hire Purchase Contract and Lease Financing vs. Hire Purchase Financing, Venture Capital: Theoretical Framework, Features, Selection of Investment, Stages of Financing and Indian Venture Capital Scenario

### **Suggested Reading:**

- Pandey, I.M. (2010) Financial Management, Vikas Publishing House Pvt. Ltd. New Delhi.
- Jain, P.K. and M.Y. Khan. (2007) Financial Management, 6th Edition. New Delhi: Tata McGraw-Hill Publishing Company Limited.



- Bhala, V.K. (2006) Financial Management and Policy. New Delhi: Anmol Publication Pvt. Ltd.
- Prasanna Chandra, Financial Management-Theory Practice, Tata McGraw Hill Publication

# **Veer Narmad South Gujarat University**

## **FSE-2: 506 – Strategic Financial Management (Finance Elective Group)**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

### **Objectives:**

- To make aware about various fundamental concepts of strategic financial management.
- To develop a perspective of students towards combining finance functions with strategies.
- To ensure that students can exercise judgment and technique to make business value added decisions in strategic financialmanagement.

### **Teaching Pedagogy:**

- Students are involved through lectures, discussions, numerical, corporate cases and power pointpresentation

### **Course Content:**

#### **1. Introduction to Strategy andFinancialManagement (10%)**

Basic Concepts and Significance of Strategic Financial Management, Strategic planning process, Financial, planning process and Financial Forecasting, Benefits and Techniques of Financial Forecasting

#### **2. Project PlanningandControl (10%)**

Meaning of project management, Classification of projects Stages in setting up of a project, Cost benefit analysis in project, Project Appraisal Techniques and appraisal by financial institution

#### **3. Long Term StrategicFinancialDecisions (30%)**

Investment decision process, Cost of Project and Means of Financing, Risk Evaluation in capital budgeting: Business risk and Financial risk, Risk analysis in project selection, Techniques and models in taking decisions under risk and uncertainty (Numeric): ProbabilityAnalysis,SimulationAnalysisandSensitivityAnalysis,DecisionTreeAnalysis

**4. Valuation of Business****(30%)**

Meaning of equity value and enterprise value, Reasons for valuation of an enterprise and Valuation Approaches, Methods of valuation (Numeric), Discounted Cash Flow Method, Free Cash Flow to Firm Model

**5. Corporate Restructuring and Industrial Sickness****(20%)**

Meaning and Reasons for corporate restructuring, Meaning, Process and Techniques of Financial Restructuring, Companies Act, 2013 and RBI's definition of industrial sickness and causes of sickness, Prediction of sickness: Multiple Discriminant Analysis (Z – Score Model with Numeric)

**Suggested Reading:**

- Ravi M. Kishore (2011), Strategic Financial Management, Second Edition, Taxmann Publications Pvt. Ltd., New Delhi.
- Rajesh Kumar P. (2011), Mergers & Acquisitions, First Edition, Tata McGraw Hill, New Delhi
- Godbole Prasad G. (2009), Mergers, Acquisitions and Corporate and Corporate Restructuring, First Edition, Vikas Publishing House Pvt. Ltd., New Delhi.
- Weston Fred J., Chung S., Hoang E. (2007), Mergers, Restructuring and Corporate Control, Latest Edition, Prentice – Hall of India, New Delhi.
- Khan and Jian (2011), Financial Management, Second Edition, Tata McGraw Hill, New Delhi.
- Pandey I. M. (2012), Financial Management, tenth Edition, Vikas Publishing House Pvt. Ltd., New Delhi
- Damodaran Aswath (2006), Damodaran on Valuation, Second Edition, Wiley India Pvt. Ltd., New Delhi

# **Veer Narmad South Gujarat University**

## **HSE-1: 505 – Human Resource Development (HRM Elective Group)**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

**Objectives:** The organization, which doesn't react to changes becomes "Outdated". So the subject will enable the students to learn the necessities of Development of Human Resources and Organizations and Contemporary issues in HRM will enable the budding managers more HR professional.

**Pedagogic Tools:** Lectures, Assignments, Case Studies, Presentations, Practical Examples from corporate and business world.

### **Course Content:**

#### **Chapter 1: Human Resource Development**

**(30%)**

1. Introduction (Definition, Strategic HRD, Features, Benefits, Scope, Needs, Objectives)
2. HRD Process
3. HRD methods, techniques, mechanisms, instruments, subsystems
4. Principles in designing HRD system
5. Attributes of HRD manager
6. Current scenario of HRD in India with suitable Examples
7. HRD practices across the globe.
8. Different index related to HRD as Human Development Index, EQ, SQ, etc.

#### **Chapter 2: Organization Change and Development**

**(20%)**

1. Organization Change (Introduction, types, reasons)
2. Reasons for change, Resistance to change, planned change and Ways to invite change
3. Interventions and changes: Quality of work life, TQM, ISO-9000, Training, TA, Feedback and change, competition, Benchmarking and change.
4. Organization Development (Definitions, characteristics of OD, OD Assumptions)
5. Various OD Interventions in detail

**Chapter 3: Management Development Programmes****(20%)**

1. Introduction and Objectives of MDP
2. MDP Process
3. Techniques of MDP (On the Job and Off the Job)
4. Evaluation of MDP

**Chapter 4: Contemporary Issues in HRD****(30%)**

1. Managing Ethical Issues in HRM (Nature, Sources of Business Ethics, Importance, Ethical Dilemmas, How to manage Ethics)
2. Employee Engagement (Meaning, types, measurement of Employee Engagement, Strategies)
3. Employee Empowerment ( Definition, Conditions necessary for Empowerment, Forms of Empowerment, Barriers of Empowerment, Empowerment in India)
4. Managing Human Resources in Virtual Organizations (Meaning, Definitions, Types, Advantages and Disadvantages, HRM in Virtual Organizations)

**References:**

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by S. S. Khanka
- 3) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 4) Organization Behaviour By K. Ashwathappa
- 5) Human Resource Management by Gary Dessler
- 6) Human Resource Management by Biswajeet Patnayak
- 7) Human Resource Management by K. Ashwathappa

# **Veer Narmad South Gujarat University**

## **HSE-2: 506 – Advance Human Resource Management (HRM Elective Group)**

**Third Year BBA(Semester5)**

**With Effect from A.Y.2021-22**

### **Course Content:**

#### **Chapter 1: Strategic Human Resource Management (20%)**

1. Meaning, Definition and Components of StrategicHRM
2. Difference between traditional HRM, SHRM and HRStrategy
3. Benefits and Barriers ofSHRM
4. Competencies required of HR Development to become Strategicpartner
5. Essential elements ofSHRM

#### **Chapter 2: Managing Global Human Resources (20%)**

1. Globalization and its impact onHRM
2. IHRM- Definition andneed
3. Differences between IHRM and DomesticHRM
4. HR functions at International level (Recruitment, Selection, Performance Management, Compensation, Cross cultural Training &Development)
5. The expatriate and Repatriation (Stages andProblems)

#### **Chapter 3: Recent trends in HRM (30%)**

1. E-HRM and various aspects (E-Job design, E- recruitment, E- selection, E- performance appraisal, E- training &Development)
2. HR Accounting, HR Audit, HR Records, HRIS, HR Research (Need, Objectives, Advantages, Disadvantages)
3. Family Work Life Balance, Quality of Work life, Outsourced Recruitment, Employer Branding, Dual Career Couples, Flexi time, Contingent workforce, Talent Management, HR Analytics, Re-engineering work processes for improvedproductivity

#### **Chapter 4: Managing Power, Politics and Culture**

**(30%)**

1. Definition and Sources of power
2. Power tactics and Effective use of power in organization
3. Essence of Politics, Types of political activities, Ethics of power and politics
4. Meaning of Organization Culture
5. Creation of Culture and Effects of Culture
6. Sustaining Culture
7. Changing Organization Culture

#### **Reference Books:**

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by S. S. Khanka
- 3) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 4) Organization Behaviour By K. Ashwathappa
- 5) Human Resource Management by Gary Dessler
- 6) Human Resource Management by Biswajeet Patnayak
- 7) Human Resource Management by K. Ashwathappa

# **Veer Narmad South Gujarat University**

## **601 - Business Policy and Strategic Management**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

### **Objective of the course:**

1. To acquaint students with the basic procedure of scientific businessresearch
2. To orient students with the methodology of research in a way that they can do their semester six project report work in an effectivemanner
3. To develop a research aptitude within students that is helpful in taking rational businessdecisions

### **Teaching Pedagogy:**

Lectures, Industry Experts, Case Studies from real business worlds, Presentations

### **Course Content:**

#### **Unit 1: Introduction to Strategic Management (20%)**

- **Conceptual Understandingof**
  - Strategy, Policy, Tactics, Strategic Management, Business Definition,SBU
- **Strategic ManagementProcess**
- **StrategicIntent**
  - Vision, Mission, Goals and Objectives (Their Formulation andrelevance)

#### **Unit 2: Environmental Analysis (20%)**

Concept and Role of Environmental Analysis,

- **Industry and CompetitionAnalysis**
  - IndustrySetting,Structure,Attractiveness,PerformanceandPractices.Forces shaping competition, Experience curve and its limitations. Competitor Analysis
- **OrganisationalAppraisal**
  - Concept, Role andProcess
  - Approaches for organizational analysis – Value chain approach and Functional approach
  - Conceptual Understanding of Core competence, Distinctive Competence,and Competitive Advantage, OCP,SAP



### **Unit 3: Grand Strategies (20%)**

- When and Why to pursue Stability, Growth, Retrenchment and Combination
- Business level Strategies (Cost Leadership, Differentiation and Focus)

### **Unit 4: Choice of Strategy (20%)**

Concept and Process, Evaluation of Strategic Alternatives (Corporate Portfolio Analysis, BCG, GE, SPACE, Product Market Evaluation Matrix, Directional Policy Matrix)

### **Unit 5: Strategic Implementation and Evaluation & Control (20%)**

- **Strategic Implementation**
  - Concept, McKinsey's 7S Framework
  - Interdependence of Strategic Formulation and Implementation
  - Strategy Activation
  - Structural Implementation, Behavioural Implementation, Functional Implementation, Project and Procedural Implementation
- **Strategic Evaluation & Control**
  - Stages of Control and Process
  - Evaluation and Control Criteria
  - Barriers

#### **Suggested Readings:**

1. *Strategic Management: L.M. Prasad, Sultan Chand & Sons*
2. *Strategic Management and Business Policy: Azhar Kazmi, McGraw Hill*
3. *Strategic Management: Text and Cases: VSP Rao & Krishna, Excel Group*
4. *Crafting and Executing Strategy: Concepts and Cases: Thompson Arthur Jr., McGraw Hill Education*
5. *Business Policy and Strategic Management Francis Cherunilam Himalaya Publishing House*
6. *Business Policy and Strategic Management Jauch, Gupta, Glueck Frank Bros. & Co.*
7. *Strategic Management, an integrated approach Hill, Charles W.L. Biztantra Jones, Gareth.R.*
8. *Exploring Corporate Strategies-Text and Cases Johnson Scholes Prentice Hall India*
9. *Strategic Management – Text and Cases Dess, Gregory, G. McGraw Hill / Irwin Lumpkin, G.T. Taylor, Marilyn, L*
10. *Strategic Management – Concepts and Cases David, Fred, R. PHI Learning*

# **Veer Narmad South Gujarat University**

## **602 – Financial Institutions and Markets**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

### **Objectives of the course:**

1. To develop a deeper understanding of why certain markets and institutions exist, how they create economic value.
2. To acquaint students about Financial System, financial services and different financial intermediaries which play important roles in functioning of economy

### **Teaching Pedagogy:**

Lectures, PowerPoint Presentations, Group Work

### **Course Content:**

#### **1. Financial Institutions: (25%)**

Financial System, Regulatory and Promotional Institutions: Financial System and Economic Development, Financial Sector reforms, financial inclusion. Regulatory and Promotional Institutions: Functions and Role of RBI, Monetary policy and techniques of monetary control of RBI, The Role and Functions of SEBI.

#### **2. The Banking and Non-Banking Financial Institutions: (25%)**

The public and private sectors, structure, Bank capital and Banking Innovations, Commercial and Co-operative Banks, Non-Banking Financial Institutions, Insurance Companies - Role of IRDA. Mutual Funds: Growth of Indian Mutual Fund and its Regulations- The Role of AMFI

#### **3. Financial Markets: (25%)**

Structure and Functions of Call Money Market, Government Securities Market, Treasury Bills Market, Commercial Bills Market, Commercial Paper and Certificates of Deposits, Securities Markets: Organization and Structure, Listing, Trading and Settlement, SEBI and Regulations of Primary and Secondary Markets.

#### **4. Debt Market: (25%)**

Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

### **Suggested Readings:**

- *R. Shanmugham. Financial Services. 2<sup>nd</sup> Edition New Delhi: Wiley India Pvt.Ltd*
- *Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Second edition,2008.*
- *NIMS (National Institute of Security Markets – An Educational Initiative of SEBI), Merchant Banking, TaxMann Publications Pvt. Ltd.,Mumbai.*
- *Bhole, L.M. , Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Fourth edition,2008.*
- *Khan M.Y, Financial Services, 5th edition Tata McGraw Hill, NewDelhi.*
- *Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGrawHill*
- *Shahani, Rakesh( 2011). Financial Markets in India: A Research Initiative. Anamica Publications*

# **Veer Narmad South Gujarat University**

## **MSE-3: 603 – Consumer Behaviour (Marketing Elective Group)**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

### **Objective of the course:**

1. To orient the students with consumer behaviour and its determinants.
2. To understand consumer decisions and its determining factors.

### **Teaching Pedagogy:**

Lectures, Role Plays, Case Studies from real business worlds, Presentations, Quizzes, Group Activity, Mini Project work

### **Course Content:**

#### **Unit 1 Introduction to Consumer Behaviour (20%)**

Nature and scope of consumer behavior, Consumer Decision Making: four views of consumer decision making Economic man, Cognitive man, Emotional man, Passive man Consumer Decision process, Factors influencing consumer decision making process, Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model.

#### **Unit 2: Consumer Learning (20%)**

Element of learning process, Types of Learning Process, Classical Conditioning Theory, Operant / Instrumental Conditioning Theory, Cognitive Dissonance Theory, Consumer Memory

#### **Unit 3: Consumer Attitudes Models (20%)**

What are attitudes, Attitude formation, Tri-component attitude model, Multi-attribute model

#### **Unit 4: Social Class and Culture (20%)**

- Meaning of Social Stratification and Social Class, Nature of Social Class Influences, Social Class Characteristics, Social Influence on Consumer Behaviour
- Culture (Definitions and Meanings) -Traditional and Changing Indian Values, Sub Culture, Cross Cultural Marketing Analysis

## Unit 5: Diffusion of Innovation

(20%)

Diffusion of Innovations: The diffusion process, the adoption process, a profile of the consumer innovator.

### Suggested Readings:

1. *Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.*
2. *Batra & Kazmi, Consumer Behavior, Excel Books.*
3. *Hawkins, Best & Concy, Consumer Behaviour, Tata McGraw Hill.*
4. *Peter. D. Bennett Harold H. Kassarian: Consumer Behaviour (PHI).*
5. *Srivastava, Khandoi, Consumer Behaviour, Galgotia Publications.*
6. *M.S. Raju & Dominique. Xardel, Consumer Behaviour, Vikas Publications.*
7. *Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill,*
8. *Soloman, Consumer Behaviour: Buying, Having and Being, Pearson / PHI.*
9. *Kardes, F.R. Consumer Behaviour and managerial Decision making, Pearson*
10. *Nair – Consumer Behaviour and Marketing Research, Himalaya*

# **Veer Narmad South Gujarat University**

## **MSE-4: 604 – Personal Selling and Sales Force Management (Marketing Elective Group)**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

### **Objective of the course:**

3. To acquaint students in-depth understanding of sales related aspects of marketing.
4. To acquaint the students with the concepts, tools and techniques of sales and distribution management in Indian context.
5. It will also expose the students with the latest practices in sales field.

### **Teaching Pedagogy:**

Lectures, Guest Sessions, Role Plays, Case Studies from real business worlds, Presentations, Quizzes, Group Activity

### **Course Content:**

#### **Unit 1: Personal Selling (20%)**

Evolution of sales department, Sales executive as coordinator, Theories of Selling, Objectives of Personal Selling, Process of Personal Selling - Prospecting, Sales presentations, Objection handling, Closing the sales and post sales activities, Relationship selling

#### **Unit 2: Sales Force Management (20%)**

Recruitment and selection of sales force, Training of sales force, Motivating and compensating sales force, controlling the sales force, Designing sales territories, Sales quotas, Sales organization structure

#### **Unit 3: Negotiation (20%)**

Bargaining strategies (Distributive Bargaining, Interactive bargaining), Negotiation process, Individual differences in negotiation effectiveness, Third party Negotiation, Global Implications, Cultural Differences in Negotiations

#### **Unit 4: Targets and Sales Management (20%)**

Objectives of using targets, Types of targets and target setting procedures, administering target setting procedure

## **Unit 5: Sales Territories**

**(20%)**

Reasons for establishing sales territories, process for setting up or revising sales territories

### **Suggested Readings:**

1. Sales Management: Decisions, Strategies and Cases – Still, Cundiff, Govoni, PHI.
2. Sales Force Management - Johnston Marshal, Tata Mcgrow Hill, NewDelhi.
3. Sales and Distribution Management – S. L. Gupta, ExcelBooks.
4. Organisational Behaviour – Stephen Robbins, Timothy Judge and SeemaSanghi, Pearson education (For chapter onNegotiation)

# **Veer Narmad South Gujarat University**

## **FSE-3: 603 – Investment and Portfolio Management (Finance Elective Group)**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

### **Course objectives**

- To develop a concrete understanding of the theory and practice of investment management.
- To get the students familiar with the different investment avenues and management of investments.
- To develop the skills for the portfolio constructions, evaluation and investment advisory

### **Teaching Pedagogy:**

- Students are involved through lectures, discussions, numerical, stock exchange visit (if possible)

### **Course Content**

- **Introduction to Investment (15%)**  
Basic Concept, objectives and characteristics of investment, Investment vs. speculation and Gambling, Investment decision making Process, Different investment alternatives and their risk & return profile
- **Operations of Indian Stock Market (20%)**  
Basics of Stock Market, New issue market: IPO, Book building procedure, listing of securities, Secondary market: Types of brokers, types of orders, mechanics of investing, Basic objectives and functions: SEBI, NSE, BSE, NSDL
- **Security Analysis (20%)**  
Methods of security analysis: Basic theory of Technical Analysis (RSI, MACD), Fundamental Analysis (Economic, Industry and Company)
- **Introduction to Portfolio Management (25%)**  
Meaning of portfolio and portfolio management, Concept of Diversification and Portfolio management process, Portfolio Analysis and evaluation: Markowitz Model, Sharpe Single Index Model, Capital Assets Pricing Model (Theory & Examples)



- **Mutual Fund – An Investment Avenue (20%)**  
Concept, types and benefits of mutual funds, NAV, Entry and Exit load, risk in mutual funds, Flow chart of mutual fund, AMCs, Basics of Exchange Traded Funds (ETFs) and overview on Systematic Investment Plan(SIP)

**Suggested Reading:**

- P. Pandian, Security Analysis & Portfolio Management Vikas Publishing Latest Edition
- Kevin S. (2011), Security Analysis and Portfolio Management, PHI Learning Private Limited.
- Fischer Donald E. and Jordan Ronald J., Security Analysis and Portfolio Management, PHI, New Delhi, 6th edition, 1995.
- Amling Frederic, Investment, Prentice Hall Inc, Englewood Cliffs, New Jersey, 1983.
- Fuller Russell J. and Farrell James L., Modern Investment and Security Analysis, McGraw Hill, New York, 1993.
- Bhalla V.K., Investment Management: Security Analysis and Portfolio Management, S. CHAND, New Delhi, Latest Edition

# **Veer Narmad South Gujarat University**

## **FSE-4: 604 – International Financial Management (Finance Elective Group)**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

### **Objectives:**

- To acquaint the students with the Multinational financial system, instruments used in International Finance, short term financing related decision.
- Familiarize students with international financial transactions and Operational aspects of foreign exchange markets.

### **Teaching Pedagogy:**

- Students are involved through lectures, discussions, corporate cases and power point presentation

### **Course Content:**

#### **Unit 1: International Financial Environment**

**(20%)**

An overview, reasons to pursue international business, how firm engage in international business, Balance of Payments, International Capital flows and facilitating agencies, Factors affecting international portfolio management,

#### **Unit 2: International Financial Markets**

**(20%)**

Foreign exchange market: History, Transactions, Quotations and their interpretation, Money market: Origins and development, Global Bank regulations, Bond market: overview on Eurobond market and others, Stock market: Issuance of stock in foreign market and investing

#### **Unit 3: International Trade Financing**

**(20%)**

Payment terms in international trade, Documents in international trade, financing techniques in international trade, government sources of export financing, Concept of parallel loans

#### **Unit 4: Short Term Financing**

**(10%)**

Sources of short term financing and criteria for foreign financing, International Cash Management: centralized cash management, techniques to optimize cash flow, Complications in optimizing cash flow

**Unit 5: Long Term Assets and Liability Management****(30%)**

Direct Foreign Investment: Motives, benefits and host government views, Barriers, Multinational Capital budgeting: Inputs, simple example and factors, International Acquisitions: Background, Models for valuing target, factors affecting cash flow determination of target, valuation process, why valuation differ and other type of multinational restructuring

**Suggested Reading:**

- Madura J. International Financial Management, Asian Books Pvt Ltd, New Delhi.
- Shapiro, Alan C. Multinational Financial Management, Prentice hall of India, New Delhi, 1995.
- Bhalla, V.K. International Financial Management, Anmol publication, New Delhi.
- Buckley Adrian, Multinational Finance, Prentice hall of India, New Delhi, 1996.
- Abdullah, F.A. Financial Management of the Multinational Firms, Englewood Cliffs, New Jersey, 1987.
- Eun & Resnick (2008). International Financial Management, latest edition, Tata McGraw Hill, New Delhi.
- Sharan V. (2012). International Financial Management, Sixth edition, PHI Learning, New Delhi.

# **Veer Narmad South Gujarat University**

## **HSE-3: 603 – Performance and Compensation Management (HRM Elective Group)**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

**Objectives:** To provide in depth knowledge about Compensation and Performance management. The course will help the students to understand various technicalities regarding compensation and its legislation.

**Pedagogic Tools:** Lectures, Assignments, Case Studies, Presentations, Practical Examples from corporate and business world.

### **Course Content:**

#### **Chapter 1: Performance Management**

**(30%)**

1. Performance Management: Objectives and features, performance as integral part of performancemanagement
2. Development and Process of Performance ManagementSystem
3. Performance Appraisal and performance Management and Techniques ofAppraisal
4. Methods for evaluating Performance: 360 Degree appraisal, Competency Mapping & Competency Modelling, H. R. Scorecard, H. R.Audit
5. Performance Appraisal Problems and dealing with Performance AppraisalProblems

#### **Chapter 2: Various Performance Management Strategies**

**(20%)**

1. Performance Mentoring: Objectives, Process, Conditions for Effective Performance mentoring
2. Performance Monitoring: Assessment Center, Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards
3. PotentialAppraisal
4. Ethics in Performance and Compensationmanagement

#### **Chapter 3: Rewards**

**(25%)**

1. Managing Basic remuneration, Incentives andBenefits

2. Rewarding Special Groups Rewarding Directors, Senior Executives, Sales, Services staff, Knowledge workers, manualworkers
3. Employee Benefit and Pension Scheme Employee Benefits, Flexible Benefits, Pension Scheme
4. The Practice of Reward Management: Developing Reward System, Managing Reward System
5. Evaluating Reward System, Responsibility for Rewards
6. Digitized rewards and recognition

#### **Chapter 4: Compensation management and its relevant Laws**

**(25%)**

1. Payment of Wages Act, 1936
2. Minimum Wages Act, 1948
3. Payment of Gratuity Act, 1972
4. Payment of Bonus Act, 1965
5. Equal Remuneration Act, 1976
6. Income tax act provisions with respect to salaried persons
7. Employees' State Insurance Act, 1948
8. Employees' P F & Misc Provisions Act, 1952
9. Workmen's Compensation Act, 1923
10. Maternity Benefits Act, 1981
11. Unorganized Sector Workers' Social Security Act, 2008
12. Social Security Act
13. Medici claim Policies and their salient features

#### **Reference Books:**

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by S. S. Khanka
- 3) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 4) Organization Behaviour By K. Ashwathappa
- 5) Human Resource Management by Gary Dessler
- 6) Human Resource Management by Biswajeet Patnayak

7) Human Resource Management by K.Ashwathappa

8) Compensation Management by Mousumi Bhattacharya, NilanjanSengupta

# **Veer Narmad South Gujarat University**

## **HSE-4: 604 – Management of Industrial Relations (HRM Elective Group)**

**Third Year BBA(Semester6)**

**With Effect from A.Y.2021-22**

**Objectives:** The subject will give basic understanding about the relationship between three parties to Industrial Relations- Employer, Employee and Government. The subject will enable the students to understand Trade Unions, Collective Bargaining and various aspects of Industrial conflicts. Being HR students, they must know the Health and Safety and its legislative matters. The subject will cover all those concepts and the students will be able to connect various issues of IR with management.

**Pedagogic Tools:** Lectures, Assignments, Case Studies, Presentations, Practical Examples from corporate and business world.

### **Course Content:**

#### **Chapter 1: Industrial Relations**

**(20%)**

1. Meaning, Objectives and Importance of Industrial Relations
2. Parties to Industrial Relations
3. Approaches to Industrial Relations
4. Conditions for good Industrial Relations
5. Industrial Relations in India- History, Present and Future
6. Workers participation in Management

#### **Chapter 2: Trade Unions and Collective Bargaining**

**(20%)**

1. Meaning, Objectives and Importance of trade union
2. Union Structure and types of Trade Unions
3. Functions of Trade Unions
4. Trade Union Act, 1926 and Amendment Act, 2001
5. Problems and measures to strengthen Trade Unions
6. Meaning, Objectives and Importance of Collective Bargaining
7. Collective Bargaining Process
8. Bargaining Strategies

9. Case studies of Collective Bargaining in Indian history

**Chapter 3: Industrial Conflicts**

**(20%)**

1. Introduction, Definition and Features of Industrial Conflicts
2. Causes of Industrial Conflicts
3. Types of Industrial Conflicts
4. Prevention and Settlement of Industrial Conflicts

**Chapter 4: Industrial Health & Safety (20%)**

1. Meaning and Definition of Industrial Health
2. Occupational Hazards and Occupational Diseases
3. Safety & Safety Organization
4. Statutory Provisions to maintain Health & Safety
4. Accidents
5. Alcoholism and Drug Abuse in Industries
6. Absenteeism and Turnover
7. Counselling skills for managers

**Reference Books:**

- 1) Human Resource Management by C. B. Gupta
- 2) Human Resource Management by S. S. Khanka
- 3) Essentials of Human Resource Management and Industrial Relations by P. Subba Rao
- 4) Organization Behaviour by K. Ashwathappa
- 5) Human Resource Management by Gary Dessler
- 6) Human Resource Management by Biswajeet Patnayak
- 7) Human Resource Management by K. Ashwathappa
- 8) Industrial Relations by Mamoria



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# **DETAILED GUIDELINES SUMMER INTERNSHIPREPORT**

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**Credit - 4**

## **Bachelor of Business Administration**

**(Effective from Academic Session2019-2020)**

*As part of the requirements to be fulfilled for the award of the degree of bachelor in Business Administration (BBA) from Veer Narmad south Gujarat University students are expected to undergo 6-8 week summer internship after their fourth semester, i.e. during their summer break (June-July). The candidates are expected to present an academic report on the same in starting of their fifth semester. This document contains details of expected practices and guidelines with respect to the summer internship and subsequent report. Clearly general guidelines such as these may not cover all circumstances. Particular emphasis and minor adjustments may be necessary in individual cases. Such adjustments are to be brought to the notice of the faculty and only on their approval it should be incorporated in the report. It is thus imperative that students consult their faculty members for specific advice and guidance on matters pertaining to the design and content of internship and of course, the reporting of it.*

## **PART 1: THE SUMMER INTERNSHIP**

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Participants (in a group of Maximum 5 members) of the BBA Sem.-IV course have to undergo 6-8 weeks of summer internship during their summer break after fourth semester examinations. They are also required to submit a report on the same in the starting of their 5<sup>th</sup> semester which will be treated at par with a full course and marks will be reflected in semester 5<sup>th</sup> marksheet.

### **1.1 Objectives of the Summer Internship**

- To provide extensive exposure to the participant of hands on experience in a corporate environment
- To provide participants an opportunity for application of knowledge and techniques learnt in the first year of their programme to real business problems and to test out and enrich one's understanding, knowledge and skills
- To give participants an insight into the working of the real organizations and gaining deeper understanding of specific functional areas
- To help participants develop an appreciation for the linkages among different functions and developing a realistic managerial perspective about organizations in their totality
- To provide a platform for the corporate to test the reliability, quality and performance of the participants and make a match for final job offer later if they so deem fit

### **1.2 Supervision**

1. During the internship the student will be under the supervision of a person in the organization who will act as his/her corporate guide. He/she will provide guidelines on how the student should work during the stay with the organization.
2. In addition, each student will be guided by a faculty of College.

The student will be required to report to the faculty guide immediately after joining the company for the project. The student is required to meet the faculty guide before departing for the summer internship and take necessary instruction from him/her.

The faculty guide may consult the corporate guide from time to time for obtaining information on the progress of the internship of the student.

## **PART 2: SUMMER INTERNSHIP REPORT AND ITS EVALUATION**

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### **2.1 Basic Requirements**

- All the students have to prepare and submit a written project (70-100 pages) at the end of the internship.
- Each participant will make at least one hard bound copy + CD of internship report in the recommended format to be submitted to the College
- The submission is to be made as per the Submission schedule displayed by the college for the summer internship.
- It is the students' responsibility to organize the binding and make sure that the copies are ready before the submission date.
- The report should include a certificate issued by a competent authority from the

Company.

- The copies must be signed by the supervising authority at the organization only in the bounded form.
- The report should also accompany the Summer Internship Feedback form duly signed by the supervisor at the sponsoring company
- This may not necessarily be a statistical or analytical report; it could be learning and experience sharing too.
- Detailed format and guidelines for writing the report are attached herewith for your reference in subsequent sections.

## **2.2 Evaluation Pattern**

The General Project Subject shall carry 100 marks. The evaluation pattern will be as follows:

- Internal Evaluation : 30 Marks (To be done by Guide)
- External Evaluation : 70 Marks (To be done by College Faculty members other than Guide, 35 Marks Report + 35 marks Presentation)

## **PART 3: SPECIFIC ASPECTS OF THE REPORT**

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What follows is an attempt to provide you with some rules, and some helpful advice on an acceptable practice. However you are still advised to consult your faculty for more specific advice in relation to your summer internship report. Supervisor may fully independent to kind of work and responsibility given to the students.

### **3.1 The Generic Structure**

College Certificate  
Company Certificate  
Acknowledgements  
Declaration  
Abstract/Executive Summary  
Table of Contents  
List of Tables  
List of Graphs  
List of Figures

#### **CHAPTER 1 AIM & ESTABLISHMENT OF THE COMPANY**

- Establishment of the company
- Position in Industry
- Types of services/products given/produced
- Mission statement and aim of the company

#### **CHAPTER 2 POLICY OF THE COMPANY**

This chapter enlists organizational policies concerning customer services, personnel (motivation, how staff are expected to behave etc.) production, advertising/promotion, environment and so on. For example, 'The customer is always right'; 'Do not harm the environment'; 'Staff must wear uniform'; etc.

#### **CHAPTER 3 ORGANIZATIONAL STRUCTURE OF THE COMPANY**

- Identify Various Departments (Marketing/Finance/ HR/Operations/Production etc.)
- Description of functions of each applicable department
- Organizational chart of the company
- Key Personnel in each Department

#### CHAPTER 4 DESCRIPTION OF WORK RESPONSIBILITIES TAKEN

- Describe the department you worked in
- Layout of the office
- Job description
- Machines, Computer programmes used
- Description of Work Responsibilities Taken

#### CHAPTER 5 EXPERIENCE GAINED AND PROBLEMS FACED

- What did you learn? How will this experience help you in the future?
- Problems faced
- What was missing /lacking?
- How could you have done your work better?
- How could you have gained more experience?

#### CHAPTER 6 CONCLUSION, SUMMARY AND RECOMMENDATIONS

Your thoughts, views and comments in general about the company and your work experience

### 3.2 Specific Mechanics of the Report

#### 3.2.1 Word Length

The total length of the report would be 70-100, A-4 size pages. This length is exclusive of title and contents page, figures, tables, appendices and references.

#### 3.2.2 General Text

Text should be one and a half spaced using printing on both sides of the pages and duly numbered. However, new chapters, sections, etc. should start from odd numbered pages.

**Font:** Times New Roman, Size 16-14-12, heading-subheading-content, Justified (both left and right) alignment

**In-text emphasis:** Use italics or bold typeface

**Paragraphs:** 0.5" First line indentation; One and half line spacing with 12 point space after paragraph

**Page Margins:** Top: 1"; Bottom: 1"; Inside: 1.5"; Outside: 1" (Mirrored layout)

**Page numbers:**

- Centered at the bottom of the page
- Roman numerals (i, ii, ...) should be used for initial pages (excluding the title page)
- The main body of the text (where the Introduction) commences on Page 1
- The pages included in Appendices/Annexure are to be numbered in roman numerals (i, ii, ...)

#### 3.2.3 Headings:

- Chapter Headings size 16 in bold typeface
- Sub-Headings size 14 in bold typeface
- Main Chapter headings in block capitals
- Chapter headings left justified at the top of a new page
- Use sub-headings together with a numbering system used in this document thus giving structure to your work.

#### 3.2.4 Quotations:

- 1.5 line-spacing
- Must include author name, date and page number referring to the parent text

### 3.2.5 Tables, Figures etc

- Must be numbered according to the chapter (e.g. Table 5.1 means that it is located in Chapter 5 and that it is the first table presented and discussed in this chapter)
- Must have a title at the top and key (legend) underneath
- The table title must be set in sentence case (only first letter in capital) as follows:  
**Table 5.1** Summary of sample characteristics
- Only the Table index number should be in bold. Rest of the title should be in plain text

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# **DETAILED GUIDELINES PROJECT REPORT (In the area of Specialization) BBA Semester -VI**

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**Credit - 8**

**(Effective from Academic Session 2019-2020)**

**1. OBJECTIVE:**

The objective of the study paper is to help the students to develop ability to apply multi-disciplinary concepts, tools & techniques to analyze various situations pertaining to the area of specialization and of the study evaluate alternative solutions and suggest appropriate ways to achieve organization specific objectives.

**2. TYPE OF PROJECTREPORT:**

The project report may be any one of the following types:

- 2.1** Comprehensive case study (covering single organization/multifunctional area, problem formulation, analysis and recommendations)
- 2.2** Single organizational/inter- organizational study aimed at organizational comparisons of various practices adopted / to be adopted for growth in market place/for organizationalefficiency.
- 2.3** Field study for functional / behavioural findings based on data collection and dataanalysis.

**3. PROPOSAL SUBMISSION:**

Project of the project should be prepared in consultation with the project guide from organization and institution submitted to the Director/BBA programme co-ordinator. The synopsis should clearly state the brief description of the organization objectives and research methodology of the proposed project to be undertaken. It should have full details of the rationale sampling instruments to be used, limitations if any and future directions for further research etc. in a format given by college.

**4. ELIGIBLE GUIDES:**

- 1. Recognized Faculty of the BBA College having degree inmanagement.
- 2. Professionals in the relevant area holding degree/diploma in management and allieddiscipline.

## 5. SYNOPSIS SUBMISSION:

Students are advised to submit their synopsis within 15 days of the starting the project in any organization to their respective guides in organization and institute. Students are also advised to submit the bio data of their guide in case the proposed guide does not belong to the category (1).

## 6. APPROVAL OF THE SYNOPSIS:

The synopsis shall be discussed with both the guides in details and necessary corrections be made before start of the project. This exercise should not take more than 2 days.

## 7. PROJECT REPORT FORMAT\*:

The project report should include

- Declaration
- Acknowledgements,
- Index,
- List of tables,
- List of figures,
- Executive Summary
- Chapters (1 to 6, viz. Introduction to Industry, Introduction to company, Theoretical Framework, Review of Literature, Research Methodology, Data Analysis, Conclusion, Recommendations – whichever decided by college guide.)
- Reference Material – (i) Bibliography (ii) Appendices

***[\*FORMAT IS SUBJECT TO NATURE OF REPORT]***

The title page should include - Title of the project, Name of the organization / Institution, Degree for which the report is presented, Name of the candidate/class, Month & Year of submission

1. The length of report may be about 70 to 100, 1.5 spaced typed A4 sized pages. (Excluding appendices and exhibits.) However 10% variation is permissible.
2. The report must adequately explain the research methodology adopted and the directions for future research.
3. The report should also contain - Approved Proposal and synopsis, Certificate of originality of the work by the guide.

## 8. SUBMISSION OF THE REPORT:

Two typed original copies of the report are to be submitted to Principal/Director in prescribed format on the date of submission given by the college. Failing which the students shall not be Allowed to appear for the forthcoming annual/viva examinations.

## 9. PROJECT REPORT EVALUATION:

Project report shall be evaluated by the panel of members duly constituted by the

Authority concerned.

10. Viva-voce:

Students shall be required to appear for a viva-voce. The students shall be duly intimated about it through the notice board. The project study + Viva Voce shall be equivalent to two paper i.e. of 200 marks.

11. FINALDECISION:

The decision of the principal/director shall be the final in all respect which shall be bindings to all concerned.