



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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## **-: પરિપત્ર :-**

વાણિજ્ય વિદ્યાશાખા હેઠળની સંલગ્ન તમામ બી.બી.એ. કોલેજોનાં આચાર્યશ્રીઓ જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૨-૨૩ થી અમલમાં આવનાર બી.બી.એ. સેમ.૧ થી ૬ અભ્યાસક્રમ અને સ્ટ્રક્ચર બી.બી.એ.ની નિયુક્ત એડહોક અભ્યાસસમિતિની તા.૨૩/૦૬/૨૦૨૨ની સભાનાં ઠરાવ ક્રમાંક:૨ અન્વયે નીચે મુજબ કરેલ ભલામણ વાણિજ્ય વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ વાણિજ્ય વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વાણિજ્ય વિદ્યાશાખાવતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણ એકેડેમિક કાઉન્સિલ તા.૫/૭/૨૦૨૨ ની સભાનાં ઠરાવ ક્રમાંક: ૦૮ થી સ્વીકારી મંજૂર કરેલ છે. જેની આથી જાણ કરવામાં આવે છે.

### **બી.બી.એ.ની નિયુક્ત એડહોક અભ્યાસસમિતિની તા.૨૩/૦૬/૨૦૨૨ની સભાનાં ઠરાવ ક્રમાંક:૨**

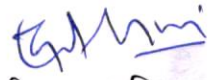
:: આથી ઠરાવવામાં આવે છે કે, શૈક્ષણિક વર્ષ ૨૦૨૨-૨૩ થી અમલમાં આવનાર બી.બી.એ. સેમ.૧ થી ૬નો અભ્યાસક્રમ અને સ્ટ્રક્ચર સર્વાનુમતે મંજૂર કરી વાણિજ્ય વિદ્યાશાખાને ભલામણ કરવામાં આવે છે.

### **એકેડેમિક કાઉન્સિલની તા.૦૫/૦૭/૨૦૨૨ની ઠરાવ ક્રમાંક: ૦૮**

:: આથી ઠરાવવામાં આવે છે કે, શૈક્ષણિક વર્ષ ૨૦૨૨-૨૩ થી અમલમાં આવનાર બી.બી.એ. સેમ.૧ થી ૬ અભ્યાસક્રમ અને સ્ટ્રક્ચર અંગે ચર્ચા કરતા બી.બી.એ.ની નિયુક્ત એડહોક અભ્યાસસમિતિની તા.૨૩/૦૬/૨૦૨૨ની સભાનાં ઠરાવ ક્રમાંક:૨ અન્વયે કરેલ ભલામણ વાણિજ્ય વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ વાણિજ્ય વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વાણિજ્ય વિદ્યાશાખાવતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણ સ્વીકારી મંજૂર કરવામાં આવે છે.

(બિડાણ: ઉપર મુજબ )

ક્રમાંક : એસ./B.B.A./પરિપત્ર/૧૪૫૮૧/૨૦૨૨  
તા.૦૮-૦૭-૨૦૨૨

  
ઈ.ચા. કુલસચિવ

પ્રતિ,

- ૧) વાણિજ્ય વિદ્યાશાખા હેઠળની સંલગ્ન તમામ બી.બી.એ. કોલેજોનાં આચાર્યશ્રીઓ.  
.....આપશ્રીની કોલેજ/વિભાગના સંબંધિત શિક્ષકોને જાણ કરી અમલ કરવા સારૂ.
- 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./ BBA Honours)**

(With Effect from June - 2022)

<b>Type</b>	Degree / Honours
<b>Duration</b>	3 Years / 4 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 / 4 Year Honours Program comprising of Six Semesters / Eight Semesters (Two Semesters in an academic year comprising of 6Teaching 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				B.B.A. HONORS				TOTAL
	Sem 1	Credit	Sem 2	Credit	Sem 3	Credit	Sem 4	Credit	Sem 5	Credit	Sem 6	Credit	Sem 7	Credit	Sem 8	Credit	
	No. Of Courses (Subjects)				No. Of Courses (Subjects)				No. Of Courses (Subjects)				No. Of Courses (Subjects)				
<b>Foundation</b>	2	7	2	6	2	6	2	6	0	0	0	0	0	0	0	0	25
<b>Interdisciplinary</b>	1	3	1	4	1	4	1	4	0	0	0	0	0	0	0	0	15
<b>Core</b>	2	8	2	8	2	8	2	8	4	14	3	16	3	12	3	12	86
<b>Core &amp; Allied</b>	1	4	1	4	1	4	1	4	0	0	0	0	0	0	0	0	16
<b>Subject Electives</b>	0	0	0	0	0	0	0	0	2	8	2	8	3	12	3	12	40
<b>Total Teaching Credits</b>		22		22		22		22		22		24		24		24	182
<b>Foundation Electives (NCC, NSS, PT, Saptadhara)</b>		2		2		2		2		2							10
<b>Total Program Credits</b>		24		24		24		24		24		24		24		24	192

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

**ANNEXURE - 2**  
**Semester-wise Program Structure**  
**Bachelor of Business Administration**

**First Year BBA (Semester 1) Course Structure**  
**(With Effect from A.Y. 2022-23)**

Course Type	Course Code	Course Title (Subject)	Teaching Hours Per Week		Course Credit	University Examination		Internal Marks	Total Marks
			Theory	Practical		Duration	Marks		
Foundation	101	Business Communication	4	0	4	3 hours	70	30	100
Foundation	102	Environmental Science	3	0	3	3 hours	70	30	100
Interdisciplinary	103	IT Tools For Business*	1	2	3	2 hours (T) + Practical	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/PT/ Saptadhara**			2				
Total			20	2	24		420	180	600

\* Evaluation of "IT Tools for Business" shall also be done through practical examination

\*\* No separate teaching hours shall be allotted to NCC / NSS /PT/ Saptadhara, but credits should be reflected in marksheet

**First Year BBA (Semester 2) Course Structure  
(With Effect from A.Y. 2022-23)**

Course Type	Course Code	Course Title (Subject)	Teaching Hours Per Week	Course Credit	University Examination		Internal Marks	Total Marks
					Duration	Marks		
			<b>Theory</b>					
Foundation	201	Personality Development	3	3	3 hours	70	30	100
Foundation	202	E-Business	3	3	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/PT/ Saptadhara**		2				
<b>Total</b>			22	24		420	180	600

**\*\* No separate teaching hours should be allotted to NCC / NSS / PT/ Saptadhara, but credits should be reflected in mark sheet**

**Second Year BBA (Semester 3) Course Structure  
(With Effect from A.Y. 2022-23)**

Course Type	Course Code	Course Title (Subject)	Teaching Hours Per Week	Course Credit	University Examination		Internal Marks	Total Marks
					Duration	Marks		
			<b>Theory</b>					
Foundation	301	Entrepreneurship Development	3	3	3 hours	70	30	100
Foundation	302	Business Start-ups and Innovation	3	3	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/PT/ Saptadhara**		2				
<b>Total</b>			22	24		420	180	600

**\*\* No separate teaching hours should be allotted to NCC / NSS /PT/ Saptadhara, but credits should be reflected in mark sheet**

**Second Year BBA (Semester 4) Course Structure  
(With Effect from A.Y. 2022-23)**

Course Type	Course Code	Course Title (Subject)	Teaching Hours Per Week	Course Credit	University Examination		Internal Marks	Total Marks
					Duration	Marks		
			<b>Theory</b>					
Foundation	401	Ethics & Corporate Social Responsibility	3	3	3 hours	70	30	100
Foundation	402	Management of MSMEs	3	3	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/PT/ Saptadhara**		2				
<b>Total</b>			22	24		420	180	600

**\*\* No separate teaching hours should be allotted to NCC / NSS /PT/ Saptadhara, but credits should be reflected in mark sheet**

**Note: After Semester 4, a student shall compulsorily have to undergo 8 weeks Organisational Summer Internship during summer vacation and that will Contain 3 credits which will ultimately reflected in Semester 5 mark sheet.**

**Third Year BBA (Semester 5) Course Structure  
(With Effect from A.Y. 2022-23)**

Course Type	Course Code	Course Title (Subject)	Teaching Hours Per Week	Course Credit	University Examination		Internal Marks	Total Marks
					Duration	Marks		
			<b>Theory</b>					
Core	501	Summer Training Report*	3	3	3 hours	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	3	3	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/PT/ Saptadhara**		2				
<b>Total</b>			22	24		420	180	600

*\* 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 /PT/ 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 following three groups)**

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



**Third Year BBA (Semester 6) Course Structure  
(With Effect from A.Y. 2022-23)**

Course Type	Course Code	Course Title (Subject)	Teaching Hours Per Week	Course Credit	University Examination		Internal Marks	Total Marks
					Duration	Marks		
			<b>Theory</b>					
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
<b>Total</b>			24	24		380	220	600

*\*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.*

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

<b>Group 1 : Marketing Elective Group</b>		
MSE 3	Specialisation 3	Consumer Behaviour
MSE 4	Specialisation 4	Personal Selling and Sales Force Management
<b>Group 2 : Finance Elective Group</b>		
FSE 3	Specialisation 3	Investment and Portfolio Management
FSE 4	Specialisation 4	International Financial Management
<b>Group 3 : Human Resource Elective Group</b>		
HSE 3	Specialisation 3	Performance and Compensation Management
HSE 4	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**  
**102: Environmental Science**  
**First Year BBA (Semester-1) With Effect from AY2022-23**

Course	<b>102</b>
Course Title	<b><u>Environmental Science</u></b>
Credit	3
Teaching per Week	3 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To create awareness about environment and environmental issues
Course Objective	<ul style="list-style-type: none"> <li>To expose students How science and the scientific method address environment systems and issues and how natural systems function, and how they are affected by human activity.</li> </ul>
Course Outcome	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>Understand various kinds of renewable and Non renewable resources</li> <li>Understand role of an individual in prevention of pollution and pollution related issues.</li> <li>Define the principles of science, and sustainability, and recognize their role in evaluating and establishing a viable human society within Earth's systems</li> <li>Describe ecosystems in terms of how they vary, are structured, and function both internally and as part of the larger biosphere.</li> <li>Reflect critically about their roles and identities as citizens, consumers and environmental factors in a complex, interconnected world.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Multidisciplinary Nature of Environmental Studies</b>	<b>(15%)</b>
Definition, scope and importance, Need for public awareness - Institutions in Environment, People in Environment.	
<b>Unit 2: Natural Resources: Renewable and non-renewable resources:</b>	<b>(25%)</b>
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	
<b>Unit 3: Ecosystems</b>	<b>(30%)</b>
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 and social Issues****(30%)**

1. Definition, Causes, effects and control measures of - Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards,
2. Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
3. Role of an individual in prevention of pollution, Pollution case studies.
4. **Disaster management:** floods, earthquake, cyclone and landslides. From Unsustainable to Sustainable development, Urban problems related to energy, Water conservation, rain water harvesting, water shed management

**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**

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2. Bharucha Erach, 2003. The Biodiversity of India, Map in Publishing Pvt.Ltd, Ahmedabad-380013, India. Email: [mapin@icenet.net](mailto:mapin@icenet.net)
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6. De AK, Environmental Chemistry, Wiley Eastern Ltd.
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**Veer Narmad South Gujarat University**  
**103: IT Tools for Business**  
**First Year BBA (Semester-1) With Effect from AY2022-23**

<b>Course</b>	103
Course Title	<b><u>IT Tools for Business</u></b>
Credit	3
Teaching per Week	1 Hour + 2 Hours Practical
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To acquaint the students with IT Tools used for Business Management.
Course Objective	<ul style="list-style-type: none"> <li>• To expose students about Operating system</li> <li>• To enable the students to study word processor, spreadsheet Package and presentation package and to enrich the practical knowledge in the same.</li> </ul>
Course Outcome	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>• Able to perform documentation and presenting skills.</li> <li>• Proficient in using Windows, Word Processing Applications, Spreadsheet Applications, Database Applications and Presentation Graphics Applications.</li> </ul>
<b>Course Content</b>	
<p><b>Unit 1 Introduction to Computer &amp; Operating Systems (15%)</b></p> <ul style="list-style-type: none"> <li>• <b>Computers</b> :Introduction, Characteristics, , Computer Architecture, Devices (Input, Output and Storage), Use of computers in Business</li> </ul> <p><b>Operating Systems:</b> Introduction, Functions of OS, Types of OS, Examples of OS.</p>	
<p><b>Unit 2: Word Processor (30%)</b></p> <ul style="list-style-type: none"> <li>• Creating, navigating and editing word document, Page set up and page background,</li> <li>• Formatting, navigating and viewing a document.</li> <li>• Find and replace function.</li> <li>• Working with table, inserting smart art and shapes.</li> <li>• Page breaks and section breaks.</li> <li>• Headers and footers, watermark, Hyperlinks and bookmarks.</li> <li>• Table of content, footnotes, citations and bibliographies,</li> <li>• Printing a document</li> <li>• Working with Mail merge</li> </ul>	
<p><b>Unit 3: Spreadsheet Package (35%)</b></p> <ul style="list-style-type: none"> <li>• <b>Basic:</b> Workbook, worksheet, workspace, Formatting workbook, Conditional formatting, Working with charts, Data validation, Sorting data, Auto filter and advanced filter, Goal seek and scenarios, Excel shortcuts, Pivot tables</li> <li>• <b>Functions:</b> Mathematical, Financial, Statistical, Logical, Counting, Date and Time, Text Functions, Lookup and Reference, D Function, Total and Subtotal function</li> </ul>	

**Data Analysis using Excel:** Use of Built in data form in excel, Correlation and Regression using Add Ins, Macros

**Unit 4: Presentation Package (20%)**

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

**Suggested Readings:**

1. Computer Application In Management By Riternder Goel
2. PC Software for windows Made Simple By R.K.Taxali
3. Computer Application in Management By A.K.Saini
4. Fundamental of Computer By P.Mohan
5. Information Technology By Sushila Madan
6. Computer Fundamentals By Ashok Arora & Sefali Bansal
7. Computer Fundamentals By Arora Ashok and Bansal Shefali (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 (Semester-1) With Effect from AY2022-23**

<b>Course</b>	104
Course Title	<b><u>Fundamentals of Economics</u></b>
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To acquaint the students to the fundamentals of Economics
Course Objective	<p>The course will help the students</p> <ul style="list-style-type: none"> <li>• to understand the basic elements of economics.</li> <li>• to identify various market structures relevant for commercial transactions and their impact on business decision</li> <li>• To illustrate what elements are considered while policy and decision making at the strategic level</li> <li>• To analyze operations of markets under varying competitive conditions and make optimal business decisions.</li> </ul>
Course Outcome	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>• to understand and identify the economic variables in general business atmosphere.</li> <li>• To perceive the knowledge about Economics at Micro level and various economic concepts such as Opportunity cost, Marginal Concepts, Demand Function etc</li> <li>• To expose basic concept of National income , methods to measure national Income and circular flow of Economy Model .</li> <li>• Understand concept of money supply and its major determinants</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Nature &amp; Scope of Economics (20%)</b>	
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	
<b>Unit 2: Demand analysis and Supply (25%)</b>	
<ul style="list-style-type: none"> <li>• Meaning, Individual demand &amp; Market demand, Demand Schedule, Demand Curve,</li> </ul>	

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 – Price Demand, Income Demand & Cross Demand; Demand Distinctions: Demand for consumers goods and producers goods, 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 demands forecasting, criteria of a good forecasting method
- **Supply Analysis:** Meaning, the determinants of supply, the law of supply, exceptions to the law of 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.
  - ✓ Behaviour of short run average cost curves, ‘U’ shaped cost curve, Relationship between marginal cost and average 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:** Four Sector Model
- **Money Supply:**
  - ✓ Definition of Money
  - ✓ Money & Near Money
  - ✓ Functions of Money
  - ✓ Components of Money supply
  - ✓ Determinants of Money supply

**Suggested Readings:**

1. Modern Micro economics: Theory & Application- H.L.Ahuja, Publisher Sultan Chand.
2. Advanced Micro economics Theory- M.J.Kennedy , Himalaya Publishing House.
3. Principles of Economics-Prem Bhutani ,Taxmann Allied Services (P)Ltd.
4. Economics-Paul Samuelson William Nordhaus , Tata MacGraw-Hill.



5. Introduction to Positive Economics-Richard Lipsey , Oxford University press.
6. Principles of Economics - D. M. Mithani, Himalaya Publishing House.
7. Introduction to Economics - Stephan Dobson, MAC MILLAN.
8. Managerial Economics-Analysis, Problems and Cases -P.L.Mehta Sultan Chand & sons.
9. Essentials of Managerial Economics- P.N. Reddy, Himalaya Publishing House.
10. Business Economics - H. L. Ahuja, Sultan Chand.
11. Indian Economy - S. K. Misra, V. K. Puri, Himalaya Publishing House.
12. Economics, the ICAI University.
13. Principles of Economics - M. L. Seth.
14. Principles of Economics - N. Gregory MANKIW, Thomson South Western.

**Veer Narmad South Gujarat University**  
**105: Principles of Management**  
**First Year BBA (Semester-1) With Effect from AY2022-23**

<b>Course</b>	105
<b>Course Title</b>	<b><u>Principles of Management</u></b>
<b>Credit</b>	4
<b>Teaching per Week</b>	4 Hours
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>to provide an understanding of basic concepts and principles of management</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To make students familiar with fundamental principles of management.</li> <li>To acquaint students with various functional areas of management</li> <li>Describe the various forms of structure available to an organization.</li> </ul>
<b>Course Outcome</b>	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>Understand evolution of Management, to study the functions and principles of management and to learn the application of the principles in an organization.</li> <li>To achieve professional competence, managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization.</li> <li>Integrate between different types of planning</li> <li>Apply how to build organizational chart</li> <li>Evaluate process for organizational control</li> </ul>
<b>Course Content</b>	
<p><b>Unit 1 Nature and Scope of Management (25%)</b>  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</p>	
<p><b>Unit 2: Planning &amp; Decision Making (25%)</b></p> <ul style="list-style-type: none"> <li><b>Planning:</b> Concept, Definitions, Process, Characteristics, Types of planning – (Corporate, Functional, Strategic, Tactical, Long Term, Short Term, Proactive, Reactive, Formal &amp; Informal), Premises (Controllable – Uncontrollable, Internal – External, Tangible – Intangible), Significance, Limitations,</li> <li><b>Decision Making:</b> Concept, Definitions, Process, Individual vs. Group Decision Making.</li> </ul>	

<b>Unit 3: Organising &amp; Staffing</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Concept, Definitions, Process of Organising, Principles, Organisational Structures (Line, Line &amp; Staff, Matrix, Committee) &amp; its features, merits and demerits, Departmentation &amp; its various bases, Centralisation and Decentralisation (Benefits and Limitations), Formal vs. Informal Organisations, Delegation of Authority: Meaning, Definition, Process, principles, Blocks to effective delegation.</li> <li>• <b>Staffing:</b> Definition, Features, Difference between Recruitment and Selection, Sources of Recruitment</li> </ul>	
<b>Unit 4: Coordination and Control</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• <b>Direction:</b> Meaning, Definition, Features, Principles.</li> <li>• <b>Control:</b> Meaning, Definitions, Process, Reasons for Resistance to control,</li> <li>• <b>Methods:</b> TQM, Kaizen, Six Sigma, Benchmarking, Responsibility Accounting.</li> </ul>	

**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 (Semester-1) With Effect from AY2022-23**

<b>Course</b>	106
<b>Course Title</b>	<b><u>Financial Accounting</u></b>
<b>Credit</b>	4
<b>Teaching per Week</b>	4 Hours
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>• Acquaint students about Financial Accounting, Computer Accounting, cost accounting Concept as well as bookkeeping concept</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• To provide conceptual knowledge about Book keeping and Financial Accounting.</li> <li>• To provide conceptual knowledge about Computer Accounting and Costing.</li> </ul>
<b>Course Outcome</b>	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>• Understand Financial Accounting and Computer Accounting concept</li> <li>• Develop skill for book keeping activity</li> <li>• Evaluate techniques in preparing the final accounts of firms and companies for the users of accounting information.</li> <li>• Prepare cost sheet and Stock Register</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Introduction to Financial Accounting, Computer Accounting and its concepts (20%)</b> Meaning, advantages and limitations of financial accounting, various accounting concepts & convention, nature of accounts and rules of debit and credit, fundamental accounting assumptions, Brief introduction on IFRS & IND AS (Only list of Indian accounting standards); Introduction to accounting packages and framework of computer accounting.	
<b>Unit 2: Book Keeping (Numeric) (25%)</b> Preparation of Journal, Ledger, Various Subsidiary Books (Purchase Book, Sales Book, Purchase Return Book, Sales Return Book & Three Columnar Cash Book), Trial Balance.	
<b>Unit 3: Depreciation (Numeric) (15%)</b> Meaning, Objectives and Methods of calculating Depreciation, Examples of Depreciation calculation (Straight Line Method and Diminishing Balance Method without retrospective effect)	
<b>Unit 4: Final Accounts (20%)</b> Final Accounts of Sole Trader (Numeric), Final accounts of Company as per Company Act 2013(Only Format)	

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

Conceptual Meaning of Cost Accounting (CA) , Advantages and Limitations of CA, Concepts of Costs, Methods of Costing, Preparation of Cost Sheet(Numeric), Stock Register (First In First Out Method, Last In First Out Method, Weighted Average Method) (Numeric).

**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 McGrew Hill
4. S.N.Maheshwari, Introduction to Accountancy, Vikas Publishing House Pvt.Ltd.
5. A. K. Nandhni, Accounting with Tutorial, BPB Publication, Delhi
6. How to use Tall? Sanjiv Garg Mashbra, Ind. Pvt. Ltd., B. M. Agrawal (Publication division), Delhi

**Veer Narmad South Gujarat University**  
**202: E-Business**  
**First Year BBA (Semester-2) With Effect from AY2022-23**

<b>Course</b>	202
<b>Course Title</b>	<b><u>E-Business</u></b>
<b>Credit</b>	3
<b>Teaching per Week</b>	3 Hours
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	To acquaint Students with infrastructure of E-Business
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To provide understanding of the concepts and the application issues of e-Business like internet infrastructure, payment systems and various online strategies for e-commerce.</li> </ul>
<b>Course Outcome</b>	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>Understand importance of e-Commerce and Technologies used in</li> <li>Expose with various Business model used in E commerce</li> <li>Demonstrate various payments and security Mechanisms in E Commerce</li> </ul>
<b>Course Content</b>	
<p><b>Unit 1 Fundamentals of E-Commerce (25%)</b>  Commerce: Meaning &amp; Nature, e-commerce, Origin, Definitions &amp; Meaning, Scope &amp; Goals, Feature, Advantages &amp; Disadvantages, Essentials of e-Commerce, e-Commerce v/s Traditional Commerce, Technologies used in e-Commerce.</p>	
<p><b>Unit 2: Business Models for E-Commerce (25%)</b>  <b>E-Business:</b> Meaning, Definitions, Importance, E-Business Models based on the relationships of Transaction Parties, B2C, B2B, C2C, C2G, G2G, B2G,G2B(To be taught in detail), <b>E-supply chain management</b> – Introduction and Process.</p>	
<p><b>Unit 3: Payments &amp; Security Mechanisms in E-Business (25%)</b>  <b>E-Payment Systems Models of Payments:</b> Credit Cards, Debit Cards &amp; Smart Cards, UPI, e-Money/Cash  Digital Signatures, Procedure &amp; Working of Digital Signature technology.</p>	
<p><b>Unit 4: Internet and Networking (25%)</b></p> <ul style="list-style-type: none"> <li><b>Internet:</b> Introduction, History, Internet, Intranet and Extranet, e-mail.</li> <li><b>Networking:</b> Concepts, Components, Types, Topologies, Transmission technologies (Simplex / Duplex / Half Duplex).</li> </ul>	

**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 AY2022-23**

<b>Course</b>	203
<b>Course Title</b>	<b><u>Accounting for Managers</u></b>
<b>Credit</b>	4
<b>Teaching per Week</b>	4 Hours
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Numerical Examples, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	To acquaint Students with Concepts of Management and Cost Accounting useful for Managerial Decision Making.
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• To acquaint the students with the concept of Management Accountancy</li> <li>• To develop the ability to evaluate and use accounting data to aid in decision making for management as a whole.</li> </ul>
<b>Course Outcome</b>	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>• Analyze the complexities associated with financial statements in common language to make financial decisions.</li> <li>• Interpret the financial statements for Managerial uses.</li> <li>• Prepare the budgets for financial planning.</li> <li>• Evaluate cost information for Profit and Break Even Planning.</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Introduction of Management and Cost Accounting (10%)</b>	
Conceptual and Meaning of Management Accounting (MA) and Cost Accounting (CA), Advantages and Limitations of MA, Difference between management accounting with financial and cost accounting, Scope of management accounting, Role of management accounting.	
<b>Unit 2: Analysis and Interpretation of Financial Statement (20%)</b>	
Advantages and limitations of financial statement analysis, <b>Techniques of financial statement analysis:</b> Comparative Financial Statement (Numeric), Common Size Statement(Numeric), Trend Percentage Method(Numeric), Fund Flow Analysis, Ratio Analysis.	
<b>Unit 3: Ratio Analysis (Numeric) (20%)</b>	
(Calculation of ratios from the given financial statement as per Company Act 2013) Advantages and limitation of ratio analysis, <b>Liquidity and solvency ratio:</b> current ratio, liquid ratio, proprietary ratio, debt-equity ratio, capital gearing ratio, fixed assets to proprietary ratio, long term funds to fixed assets ratio, <b>Profitability ratios:</b> gross profit ratio, net profit ratio, operating profit ratio, return on capital employed ratio, return on equity shareholder's fund, <b>Efficiency ratios:</b> stock turnover ratio, debtors ratio, creditors ratio, operating ratio	
<b>Unit 4: Budget and Budgetary Control (25%)</b>	
Meaning, significance and limitations of budgetary control, Cash budget (Numeric), Flexible Budget (Numeric) and Zero Based Budgeting.	



**Unit 5: Cost -Volume-Profit Analysis and Decision Making****(25%)**

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, Determination of Sales Mix, Adding or Dropping or Replacement of a Product Line.

**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. MaheshwarGrewal, 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 AY2022-23**

<b>Course</b>	204
<b>Course Title</b>	<b><u>Economics for Managers (Including Macro)</u></b>
<b>Credit</b>	4
<b>Teaching per Week</b>	4 Hours
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Practical examples from corporate & business world , Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	To acquaint students about complete and rigorous introduction to basic principles of managerial economics and macro economics
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• To apply micro economic concepts and techniques in evaluating business decisions taken by firms.</li> </ul>
<b>Course Outcome</b>	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>• To demonstrate how applications of economic theory can improve decision making.</li> <li>• Apply the knowledge of the mechanics of supply and demand to explain working of markets</li> <li>• Describe how changes in demand and supply affect markets</li> <li>• Understand the choices made by a rational consumer</li> <li>• Explain relationships between production and costs</li> <li>• Define key characteristics and consequences of different forms of markets</li> <li>• Understand effect of Inflation in Business policy and managerial Decision</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction to Managerial Economics (20%)</b>	
<ul style="list-style-type: none"> <li>• Introduction - What Managerial Economics is about?, Definitions of Managerial Economics</li> <li>• Nature &amp; Scope of Managerial Economics</li> <li>• Chief Characteristics of Managerial Economics</li> <li>• Significance of Managerial Economics</li> <li>• Fundamental concepts in Managerial Economics (Opportunity Cost, Discounting and Equi-Marginal)</li> <li>• Role &amp; Responsibilities of a Managerial Economist in Business.</li> </ul>	
<b>Unit 2: Market Structure Analysis-1 (20%)</b>	
<ul style="list-style-type: none"> <li>• <b>Perfectly Competitive Market</b></li> </ul>	

<ul style="list-style-type: none"> <li>✓ Price Determination under Perfect Competition</li> <li>✓ Features of a Perfectly competitive market</li> <li>✓ Demand curve facing the Firm &amp; Industry under Perfect competition</li> <li>✓ Equilibrium of the Firm &amp; Industry under Perfect competition in Short-run &amp; Long run</li> <li>• <b>Monopoly</b></li> <li>✓ Price Determination under Monopoly</li> <li>✓ Features &amp; causes of Monopoly</li> <li>✓ Nature of Demand curve &amp; Marginal revenue curve under Monopoly</li> <li>✓ Price &amp; output under Monopoly in Short-run &amp; Long-run</li> <li>• <b>Price Discrimination</b></li> <li>✓ Meaning of Price discrimination</li> <li>✓ Forms of Price discrimination</li> <li>✓ Degrees of Price discrimination</li> <li>✓ Conditions under which Price discrimination is possible &amp; profitable</li> </ul>	
<p><b>Unit 3: Market Structure Analysis-2</b> <span style="float: right;"><b>(25%)</b></span></p> <ul style="list-style-type: none"> <li>• <b>Price Determination under Monopolistic Competition</b></li> <li>✓ Features of Monopolistic competition</li> <li>✓ Nature of Demand curve (AR) &amp; Marginal Revenue(MR)curves</li> <li>✓ Concept of Group Equilibrium</li> <li>✓ Price &amp; Output determination in short-run &amp; Long Run under Monopolistic Competition</li> <li>• <b>Oligopoly</b> :Features, Kinked Demand Curve, Price Leadership (Types, Characteristics, Advantages)</li> </ul>	
<p><b>Unit 4: Production Analysis</b> <span style="float: right;"><b>(25%)</b></span></p> <ul style="list-style-type: none"> <li>• <b>Production Function</b></li> <li>✓ Meaning &amp; classification of Factors of Production</li> <li>✓ Meaning &amp; significance of Production Function in Business</li> <li>✓ Cobb-Douglas Production function</li> <li>• <b>Theory of Production</b></li> <li>✓ Concept of Total Product, Average Product and Marginal Product</li> <li>✓ Law of Variable Proportions</li> <li>✓ Returns to Scale</li> <li>• <b>Production Function with Two Variable Inputs</b></li> <li>✓ Meaning &amp; General Properties of Iso-Quants</li> <li>✓ Marginal Rate of Technical Substitution(MRTS)</li> <li>• <b>Optimum Factor Combination</b></li> <li>✓ Concept of Iso-Cost Lines</li> <li>✓ Least Cost Combination of Factors (Choice of Inputs)</li> <li>✓ The Economic Region of Production (Ridge Lines)</li> <li>✓ Expansion Path</li> </ul>	
<p><b>Unit 5: Inflation</b> <span style="float: right;"><b>(10%)</b></span>  Meaning of Inflation, Causes of Inflation, Types of Inflation (Demand pull and Cost push inflation), Effects of Inflation, Anti Inflationary Measures.</p>	

**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, TataMc Graw-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, TataMcGraw-Hill

**Veer Narmad South Gujarat University**  
**205: Organizational Behavior**  
**First Year BBA (Semester-2) With Effect from AY2022-23**

Course	205
Course Title	<b><u>Organizational Behavior</u></b>
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Role Play , Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>To make students familiar with Human Behaviour and to explain the basics of Organizational Behaviour.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>To help the students to develop cognizance of the importance of human behaviour.</li> <li>To enable students to describe how people behave under different conditions and understand why people behave as they do.</li> <li>To provide the students to analyse specific strategic human resources demands for future action.</li> <li>To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results</li> </ul>
Course Outcome	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.</li> <li>Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.</li> <li>Analyze the complexities associated with management of the group behavior in the organization.</li> <li>Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction to OB</b>	<b>(10%)</b>
Definition, Concept, Contributing Disciplines	
<b>Unit 2: Perception</b>	<b>(20%)</b>
Meaning and definitions, Perceptual process, Factors affecting perception, Perception and Organization, Perceptual Distortion.	
<b>Unit 3: Attitude and Personality</b>	<b>(25%)</b>
Concept and meaning of Attitude, Definitions, Factors affecting formation of Attitudes,	

Types of Attitudes, Characteristics of Attitude, Attitude and Behaviour, Concept of Personality, Determinants of Personality, Personality Traits.	
<b>Unit 4: Group Dynamics</b>	<b>(20%)</b>
Concept and meaning, Process of formation of groups, Types of groups, Usefulness of groups in organizations, Pitfalls of Group Dynamics.	
<b>Unit 5: Conflict Management</b>	<b>(25%)</b>
Concept and meaning, Process of development of conflict, Functional vs. Dysfunctional conflict, 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
5. Organisational Behaviour by Subba Rao

**Veer Narmad South Gujarat University**  
**206: Business Environment**  
**First Year BBA (Semester-2) With Effect from AY2022-23**

<b>Course</b>	206
<b>Course Title</b>	<b><u>Business Environment</u></b>
<b>Credit</b>	4
<b>Teaching per Week</b>	4 Hours
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Practical Examples from Industry, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>To acquaint the students with the Internal and External Environment affecting to Business and its effect on Business Performance.</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To sensitize the class that there are continuous changes taking place in the environment.</li> <li>To understand importance of scanning environment on continuous basis.</li> <li>To sensitize with external factors (micro and macro) that can have potential impact on organisation.</li> </ul>
<b>Course Outcome</b>	<p>The students will be able to</p> <ul style="list-style-type: none"> <li>Perform the process of environmental analysis.</li> <li>Learn about different factors affecting to business as whole.</li> <li>Understand about significance of changes in internal and external environment on business performance.</li> <li>Plan about how to face and overcome the changes and hurdles due to Economic, Technological, Legal and Social Factors affecting to Business.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction</b>	<b>(20%)</b>
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	
<b>Unit 2: Economic Environment</b>	<b>(20%)</b>
Nature & structure of Economic Environment, Economic Systems, Economic policies - Privatization, Monetary Policy, Fiscal Policy, Constituents Financial Market: (A brief Introduction)	
<b>Unit 3: Technological Environment</b>	<b>(20%)</b>
Meaning and Features, Impact of Technology on Society, Economy, Organization, Management of Technology, Transfer of Technology.	
<b>Unit 4: Legal and Political Environment</b>	<b>(20%)</b>
Three political Institutions-Judiciary, Legislation, Executive, Price and distribution Control: Objectives, Public Distribution System, Competition Policy and law: Nature and Scope, Government policies and distortions to competitions, Competition Act, 2002.	

**Unit 5: Social Environment****(20%)**

Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach, For Social Responsibilities models- Ackerman's Model, Carroll's Four Part model, Arguments for and against social responsibility, Limits of Social Responsibility.

**Suggested Readings:**

1. Business Environment: Text and Cases Francis Cherunilam Himalaya Publishing House
2. Essentials of Business Environment - K Ashwathapa Himalaya Publishing House
3. Business Environment- Shaikh Saleem, Pearson Education
4. Business Environment- Vivek Mittal, Excel Books



**Veer Narmad South Gujarat University**  
**301: Entrepreneurship Development**

Course	301
Course Title	Entrepreneurship Development
Credit	3
Teaching per Week	3 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To inculcate in students entrepreneurial attitude and motivate them to become self employed.
Course Objective	To provide students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, managing family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.
Course Outcome	Students will be aware about various qualities and knowledge required for becoming successful entrepreneurs.
<b>Course Content</b>	
<b>Unit-1: Entrepreneurial Management (35%)</b>	
<ul style="list-style-type: none"> <li>● Definition, Functions &amp; qualities of entrepreneur</li> <li>● Difference between entrepreneur and manager</li> <li>● Definition of entrepreneurship &amp; barriers</li> <li>● Types of entrepreneurs</li> <li>● Development of entrepreneurship(Entrepreneurship development program),CED, EDII</li> <li>● The evolution of the concept of entrepreneurship</li> <li>● John Kao's Model on Entrepreneurship, Idea Generation, identifying opportunities and Evaluation; Building the Team / Leadership</li> <li>● Strategic planning for business</li> <li>● Steps in strategic planning, managing growth; Harvesting and Exit Strategies</li> <li>● Corporate Entrepreneurship</li> <li>● Motivation of Entrepreneurship, McClelland Theory</li> </ul>	
<b>Unit-2: Social Entrepreneurship (30%)</b>	
<ul style="list-style-type: none"> <li>● Introduction to Social Entrepreneurship</li> <li>● Characteristics and Role of Social Entrepreneurs</li> <li>● Innovation and Entrepreneurship in a Social Context</li> <li>● Start-Up and Early-Stage Venture</li> <li>● Issues in creating and Sustaining a Non-profits Organization</li> <li>● Financing and Risks</li> <li>● Business Strategies and Scaling up</li> </ul>	

**Unit-3: Family Business and Women Entrepreneurship****(35%)**

- 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
- Encouraging change in the family business system
- Women Entrepreneurship: Definition, Introduction to some of the support schemes, Problems faced by women entrepreneurs

**Suggested Readings:**

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

## Veer Narmad South Gujarat University

### 302 - Business Start-ups and Innovation

Course	302
Course Title	Business Start-ups and Innovation
Credit	3
Teaching per Week	3 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To provide knowledge to students about setting up of small business and various factors to be considered for Business Start-Ups.
Course Objective	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.
Course Outcome	The students will understand the basics of setting up of small business To understand the various support mechanism available in the environment The students will understand the importance of innovation in start-ups The students will understand the role of technology transfer in growth of start-ups.

### Course Content

<p><b>Unit 1: Location of an Enterprise and Steps for Starting a Small Enterprise (35%)</b></p> <ul style="list-style-type: none"> <li>• Introduction, need for enterprise location</li> <li>• Importance of enterprise location</li> <li>• Factors affecting location of enterprise</li> <li>• Selection of most economic site</li> <li>• Selection of a small-scale enterprise</li> <li>• Starting a small-scale enterprise, Objective, Infrastructure, Machinery, Raw Materials, Finance, Marketing, Incentives</li> </ul>
<p><b>Unit 2: Selection of Types of Ownership Organisation and Incentives and Subsidies (35%)</b></p> <ul style="list-style-type: none"> <li>• Introduction to ownership organisation</li> <li>• Sole Proprietorship - Meaning, Merits &amp; Limitations</li> <li>• Partnership Organisation - Meaning, basic features, Advantages &amp; disadvantage</li> <li>• Joint stock company - Meaning, Salient Features, advantages &amp; disadvantages</li> <li>• Cooperatives - Meaning, Advantages &amp; disadvantages</li> <li>• Meaning of Incentives, Subsidy</li> <li>• Need for Incentives</li> <li>• Schemes of Incentives and Subsidies in operations (List)</li> <li>• Advantages of Incentives and subsidies</li> <li>• Problem of incentives and subsidies</li> </ul>
<p><b>Unit 3: Innovations within Firms and Incubation. (30%)</b></p> <ul style="list-style-type: none"> <li>• Introduction to Innovation Management</li> </ul>

- 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
- Public and Private Incubation
- History of business Incubators

**Suggested Readings:**

1. Narayana R., (2011), Entrepreneurship, Third Edition, Cengage Learning India Pvt. Ltd, New Delhi.
2. Paul T., (2010), Innovation Management and New Product Development, Fourth Edition, Pearson India Education Services Pvt. Ltd.
3. Vasant Desai, The Dynamics of Entrepreneurial Development and Management Entrepreneur, Planning for Future Sustainable Growth, Himalaya Publishing House
4. A Sahay, V Sharma, Entrepreneurship and New Venture Creation, Excel Books
5. Managing Innovation by Joe Tidd & John Bessant, Wiley Publication
6. Innovation & Entrepreneurship by Peter Drucker

**For More Reading:**

1. Shlomo M., Seshadri D V R, (2012), Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Sage Publication, New Delhi.
2. Allan A., (2003), Innovation Management: Strategies, Implementation and Profits, Oxford University Press, NewDelhi.
3. 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**

Course	303
Course Title	Banking, Insurance & Financial Services
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To provide a detailed overview of banking services offered, ebanking technology in use along with an overview of insurance and mutual funds.
Course Objective	To equip students with the complex structure of the Banking, insurance and few financial Services Sector and enable them to take financial services available in judicious manner
Course Outcome	Students will have the knowledge of banking structure in India, insurance and mutual funds. This will help them in managing their investments effectively.
<b>Course Content</b>	
<b>Unit 1: Introduction to Banking</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Basics of Banking: Basic Concepts in Banking,</li> <li>• Banker-Customer Relationships,</li> <li>• Know Your Customer Guidelines,</li> <li>• Negotiable instruments,</li> <li>• Bankers' Duties and Responsibilities,</li> <li>• Types of Customers &amp; Various Types of Accounts,</li> <li>• Deposit Products,</li> <li>• Services Rendered by Banks,</li> <li>• Principles of Lending,</li> <li>• Approach to Lending &amp; Steps in Lending,</li> <li>• Credit Management &amp; Credit Monitoring,</li> <li>• Recovery &amp; Modes of Recovery and Management of Non-Performing Assets,</li> <li>• Basics of Risk Management in Banks.</li> </ul>	
<b>Unit 2: E-Banking</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Electronic Banking</li> <li>• Current Trends and Role of information &amp; Communication Technology in Banking</li> <li>• Core Banking Solutions vis-a-vis Traditional Banking</li> <li>• Banking Technology</li> <li>• Alternate Delivery Channels : ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc</li> <li>• Electronic Funds Transfers, Real Time Gross Settlements (RTGS) &amp; National Electronic Funds Transfer (NEFT)</li> <li>• IT Security in Banks</li> </ul>	

**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, Difference between leasing and hire purchase.

**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, byR.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 SundarSankaran(Author),2018
15. For Hire, Purchase and Venture Capital: M Y Khan: Financial Services (TMH)

## Veer Narmad South Gujarat University

### 304-Marketing Management

Course	304
Course Title	Marketing Management
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The course intends to create a basic understanding of marketing as a core business activity
Course Objective	<ul style="list-style-type: none"> <li>• To familiarize students with the marketing function in organizations. It shall equip the students with understanding of the Marketing Mix elements.</li> <li>• To sensitize regarding certain emerging issues in marketing. The course shall use and focus on Indian experiences, approaches and cases.</li> </ul>
Course Outcome	The base of any business would be to understand the market and the course would create this awareness among the future managers in our students.
<b>Course Content</b>	
<b>Unit 1: Introduction of Marketing (25%)</b>	
<ul style="list-style-type: none"> <li>• Nature, Scope and Importance of Marketing,</li> <li>• Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept.</li> <li>• Marketing Environment: Demographic, Economic, Political, Legal, Socio cultural, Technological environment (Indian context)</li> <li>• Segmentation, Levels of Market Segmentation, Basis for Segmenting Consumer Markets</li> <li>• Targeting and Positioning Variables</li> </ul>	
<b>Unit 2: Buying Behaviour (20%)</b>	
<ul style="list-style-type: none"> <li>• Consumer Buying Behaviour: Meaning, Factors affecting consumer behaviour, buying behaviour process (five steps).</li> <li>• Industrial Buying Behaviour: Meaning, Difference between Consumer markets Vs. Industrial market, Buying behaviour process (eight steps)</li> </ul>	
<b>Unit 3: Marketing Mix (35%)</b>	
<ul style="list-style-type: none"> <li>• <b>Product Decisions:</b> Definition, Product Line Decision, Product Mix Decision, Concept of Product Life Cycle (PLC), PLC marketing strategies, Packaging &amp; Labeling.</li> <li>• <b>Pricing Decisions:</b> Determinants of Price, Pricing Methods (Non-mathematical treatment), Discriminatory pricing.</li> <li>• <b>Promotion Mix:</b> Promotional Mix Tools, Developing effective communication (Only list of eight Steps).</li> </ul>	

- **Place (Marketing Channels):** Channel functions, Channel Levels, Marketing Logistics Decisions.

**Unit 4: Introduction to Digital Marketing (20%)**

- Evolution of Digital Marketing from traditional to modern era
- Emergence of digital marketing as a tool
- Digital marketing strategy- SEO, PPC, Content Marketing, Social Media Marketing & E-mail marketing, 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

Course	305
Course Title	Financial Management
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To equip the students with adequate knowledge, skills and abilities so that they can troubleshoot financial problems and look after the financial position of businesses.
Course Objective	To acquaint students with the concepts, tools, techniques of financial management and their applications for business decision making
Course Outcome	The students will be able to - Explain fundamentals of financial management Apply capital budgeting projects using traditional methods Analyse various ways of raising long term and short term capital and their respective advantage and disadvantages

### Course Content

#### **Unit 1: Introduction of Financial Management (20%)**

- Meaning and Nature of Financial Management (FM)
- Finance and related disciplines (Economics, Accounting, Other Functional Areas of Management)
- Evolution of Financial Management –Traditional , Transitional and Modern,
- Goals of FM: Profit Maximization, Wealth Maximization .
- Functions of finance – Financing Decision, Investment Decision, Dividend Decision and Liquidity Decision,
- Organization of financial Function ( status and duties of financial manager: Treasurer and Controller)

#### **Unit 2: Long Term Investment Decision (30%)**

- Capital Budgeting –meaning, importance and process of capital budgeting,
- Time Value of Money – concept , concept of Present value, Future value (single cash flow and annuity)
- Concept of capital rationing
- Evaluation Techniques ( Meaning, Accept-Reject Criteria, Advantages and Disadvantages and numerical based on each methods)
- Non-Discounted Cash Flow Techniques
  1. Accounting Rate of Return
  2. Pay Back Period
- Discounted Cash Flow Techniques
  1. Net Present Value
  2. Internal Rate of Return
  3. Profitability Index Method (Practical assignment to calculate methods of capital budgeting)

using Excel (assignment Purpose only) <b>*Numerical of capital budgeting methods cover independent and mutually exclusive projects / proposal only)</b>	
<b>Unit 3: Sources Of Finance</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Long-Term Finance</li> <li>• Features, Advantages and Disadvantages of the following forms of finance:               <ol style="list-style-type: none"> <li>1) Equity Shares</li> <li>2) Preference shares</li> <li>3) Debentures</li> <li>4) Term Loan</li> <li>5) Right shares (brief idea)</li> <li>6) Retained earnings</li> <li>7) Mezzanine Debt (brief idea)</li> </ol> </li> <li>• Short-Term/ Sources of Working Capital Finance               <ol style="list-style-type: none"> <li>1) Indigenous Bankers</li> <li>2) Trade Credit</li> <li>3) Public Deposits</li> <li>4) Factoring</li> <li>5) Commercial Paper</li> <li>6) Inter-corporate Deposit</li> <li>7) Certificate of Deposit</li> </ol> </li> </ul>	
<b>Unit 4: Working Capital Management</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Introduction of Working Capital Management:</li> <li>• Meaning of working capital, Types - Gross, Net, factors affecting working capital, brief idea and example of Operating cycle and cash cycle, estimation of working capital requirement (numerical)</li> <li>• Management of Cash – objective of cash management, motives to hold cash, Cash management technique- managing cash inflow and managing cash outflow techniques</li> <li>• Receivables Management – Objectives, Credit Policy variables, Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Credit Evaluation Methods (Traditional, Numerical credit scoring, Risk Classification)</li> <li>• Monitoring receivable (Days Sales Outstanding, Aging Schedule, Collection Matrix)</li> </ul>	

### **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 Publishing House.
- R. P. Rustogi, Financial Management - Theory Concepts and Practices, Taxmann Publication.
- P.V.Kulkarni and B.G. Satyaprasad – Financial Management, Himalaya Publishing House
- Prasanna Chandra- Financial Management: Theory and Practice, McGraw Hill Higher Education
- G. Sudarsana Reddy -Financial management , Himalaya Publishing House
- Sheeba Kapil - Financial Management, Pearson
- R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty, Principles of Corporate Finance, McGraw Hill Higher Education
- J.V. Horne & J.M. Wachowicz, Fundamentals of Financial Management, Prentice Hall

## Veer Narmad South Gujarat University

### 306 - Human Resource Management

Course	306
Course Title	Human Resource Management
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To give an overview of HRM and its various concepts to students.
Course Objective	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.
Course Outcome	To develop the understanding of the concept of human resource management and to understand its relevance in organizations. To develop necessary skill set for application of various HR issues. To analyse the strategic issues and strategies required to select and develop manpower resources. To integrate the knowledge of HR concepts to take correct business decisions
<b>Course Content</b>	
<b>Unit 1: Human Resource Management (20%)</b>	
<ul style="list-style-type: none"> <li>• Human Resource Management: Concept, Functions, roles, skills &amp; competencies,</li> <li>• HRD- definition and goals.</li> <li>• The changing environment of HRM - globalization, cultural environment, technological advances, Workforce diversity, Corporate downsizing, Changing skill requirement.</li> </ul>	
<b>Unit 2: Human Resource Planning (20%)</b>	
<ul style="list-style-type: none"> <li>• Human Resource Planning: Process</li> <li>• Forecasting demand &amp; supply</li> <li>• Skill inventories</li> <li>• Brief Idea of HRIS (Human Resource Information System)</li> <li>• Job analysis - Process</li> <li>• Job description &amp; Job specifications</li> <li>• Recruitment – Meaning, Process, Sources</li> <li>• Selection: Meaning internal &amp; external sources, selection process.</li> </ul>	

**Unit 3: Training, Performance Appraisal and Compensation****(30%)**

- Induction & Orientation
- Training: Concept, Training Need Identification, Methods
- Evaluation of Training (Krick Patrick Model).
- Performance Appraisal system: concept, uses of performance appraisal, performance Appraisal methods, factors that distort appraisal.
- Compensation: Determinants of compensation, job evaluation, pay structure,
- Components of compensation – (Brief introduction of Allowances, incentives, profit sharing, gain sharing, employees' stock option plans, social security, health, retirement & other benefits).
- Wage differentials.

**Unit 4: Industrial Relations****(30%)**

- Industrial Relations: Introduction to Industrial Relations,
- Trade union's role, types, functions, problems,
- Industrial dispute- concept, causes & machinery for settlement of disputes,
- Employee Health, Safety & Welfare – Statutory Provisions only,
- Collective bargaining- concept, types, process,
- Essentials of effective collective bargaining.

**Suggested Readings:**

- 1) *Human Resource Management* by C.B. Gupta (Sultan Chand & Sons)
- 2) *Human Resource Management* by S.S. Khanka (S. Chand & Company)
- 3) *Essentials of Human Resource Management and Industrial Relations* by P. Subba Rao (Himalaya Publishing House)
- 4) *Human Resource Management* by K. Ashwathappa (Tata McGraw Hill)
- 5) *Human Resource Management* by L.M. Prasad (Sultan Chand & Sons)
- 6) *Human Resource Management – Text and Cases* by V.S.P. Rao (Excel Books)
- 7) *Personnel Management and Industrial Relations* by N.G. Nair and Latha Nair (S. Chand & Company)
- 8) *Human Resource Management* by Gary Dessler (Pearson)
- 9) *Human Resource Management* by Biswajeet Pattanayak (PHI)
- 10) *Fundamentals of Human Resource Management* by De Cenzo and Robbins (John Wiley & Sons)
- 11) *Personnel Management* by Arun Monappa and Mirza Saiyaddin (Tata McGraw Hill)

**Veer Narmad South Gujarat University**  
**401 - Ethics & Corporate Social Responsibility**

Course	401
Course Title	Ethics & Corporate Social Responsibility
Credit	3
Teaching per Week	3 hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>The purpose of the course is to explain to the students' application of Ethics in business management.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>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</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>To understand basic connotations and theories of ethics.</li> <li>To understand application of ethics in organizations</li> <li>To gain basic understanding regarding business ethics.</li> <li>To understand environmental ethics</li> <li>To understand CSR activities in Indian context</li> </ul>
<b>Course Content</b>	
<p><b>Unit 1: Business Ethics (30%)</b></p> <ul style="list-style-type: none"> <li>The concept of ethics, 'ethics' and related connotations (Ethos, moral, values, principles), Business values, concept of business ethics</li> <li>Ethical theories (Deontological, Teleological, Virtue Theory, Emotive Approach, Kohlberg Theory of Moral Development, Rights Theory)</li> <li>Benefits of adopting ethics in business</li> </ul>	
<p><b>Unit 2: Management of Ethics (30%)</b></p> <ul style="list-style-type: none"> <li>Ethics analysis [Hosmer model], Ethical dilemma, Ethics in practice, ethics for managers,</li> <li>Role and function of ethical managers</li> <li>The organizational size, profitability and ethics</li> <li>Cost of ethics in corporate ethics evaluation</li> </ul>	
<p><b>Unit 3: Corporate Social Responsibility (CSR) (30%)</b></p> <ul style="list-style-type: none"> <li>Meaning, corporate philanthropy</li> <li>CSR- an overlapping concept</li> <li>CSR through triple bottom line</li> <li>CSR and business ethics</li> <li>Environmental aspect of CSR</li> <li>CSR models</li> <li>Drivers of CSR</li> <li>Global reporting initiatives</li> <li>Governance practices and regulation</li> </ul>	
<p><b>Unit 4: Corporate Social Responsibility and Governance (10%)</b></p> <ul style="list-style-type: none"> <li>Strategies for CSR - Challenges and implementation</li> <li>Evolution of corporate governance</li> <li>CSR and corporate governance</li> <li>Structure and development of boards</li> <li>Governance ratings</li> </ul>	

## **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

Course	402
Course Title	Management of MSMEs
Credit	3
Teaching per Week	3 hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>The purpose of the course would be to encourage self employment</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>To teach aspiring entrepreneurs/managers a way to deal with issues faced by small business owners.</li> <li>To make students understand the planning necessary to create a dynamic and effective business plan.</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>To introduce the concept of MSME to the students</li> <li>The students would understand the management of MSMEs</li> <li>To explain the concept of protection of IPR and Role of MSME in the global market</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction to MSMEs</b>	<b>(35%)</b>
<ul style="list-style-type: none"> <li>Concept and definition of Micro, small and Medium enterprise,</li> <li>Evolution of MSME,</li> <li>Registration Process of MSMEs,</li> <li>Objectives and characteristics of MSME,</li> <li>Scope and trends of small enterprises in India</li> <li>Small Business - The Driving force for National Growth,</li> <li>Types of Enterprises.</li> </ul>	
<b>Unit 2: Challenges and Opportunities of MSMEs</b>	<b>(35%)</b>
<ul style="list-style-type: none"> <li>Role and significance of MSMEs in economic development,</li> <li>Advantages, Challenges and Opportunities of MSMEs,</li> <li>Role of Government in promoting MSME in India,</li> <li>Policies for MSMEs</li> </ul>	
<b>Unit 3: Managing Intellectual Property</b>	<b>(30%)</b>
<ul style="list-style-type: none"> <li>Introduction and types of Intellectual property,</li> <li>Patents Introduction, Expiry of patent and patent extensions,</li> <li>Trademarks-Introduction, Duration of registration, infringement and passing off, registered designs,</li> <li>Copyright- Introduction, remedy, Counterfeit goods and IP.</li> </ul>	

#### **Suggested Reading:**

- 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, NewDelhi.
- 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

Course	403
Course Title	Introduction to Taxation
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>The purpose of the course is to explain the concepts of taxation and its application</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>Acquaint the students with the tax structure for individuals and corporate and also its implications for planning</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>To enable students to know the basic concepts of taxation and its implications.</li> <li>The students would be able to compute the income for the purpose of tax.</li> <li>The students would know GST and its application in business.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction of Taxation (25%)</b>	
<ul style="list-style-type: none"> <li>Brief History of Income Tax Act'1961</li> <li>Meaning of Direct and Indirect Taxes</li> <li>Important Definitions: Income Tax, Assessment Year, Previous Year, Assessee, Person, Gross Total Income, Total Income.</li> <li>Tax Planning, Tax Avoidance, Tax Evasion and Tax Management</li> <li>Residential Status and their incidence of tax (including short numerical) (Only of individuals)</li> </ul>	
<b>Unit 2: Heads of Income (25%)</b>	
<ul style="list-style-type: none"> <li>Brief Introduction of Heads of Income</li> <li>Computation of Income under the head salary (Numerical including Basic Salary, Allowances – HRA, Children Education &amp; Hostel Allowance, Entertainment Allowance, Retirement Benefits - Pension, Gratuity, PF, Perquisites – Rent Free Accommodation, Motor Car)</li> </ul>	
<b>Unit 3: Heads of Income (25%)</b>	
<ul style="list-style-type: none"> <li>Income under the Head: House Property (Only theory)</li> <li>Capital gains – Numerical including Section 54, 54F, 54EC</li> </ul>	
<b>Unit 4: Deductions &amp; Filing of ITR (10%)</b>	
<ul style="list-style-type: none"> <li>Standard Deduction, Deduction from gross total income as applicable to an individual (Section 24B, 80C, 80CCC, 80CCD, 80CCG, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80QQB, 80TTA,80U).</li> <li>Steps in filing ITR Online.</li> </ul>	
<b>Unit 5: Goods and Service Tax Act' 2017 (15%)</b>	
<ul style="list-style-type: none"> <li>Goods and Service Tax – Introduction &amp; Meaning</li> <li>Advantages of GST,</li> <li>GST – Short Comings and Challenges</li> <li>Basic Definitions of GST- Goods, Services, SGST, CGST, IGST, UTGST, Person, Aggregate Turnover, Taxable Person, Business, Place of business</li> </ul>	

### **Suggested Reading:**

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

## Veer Narmad South Gujarat University

### 404 - International Business Environment

Course	404
Course Title	International Business Environment
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>To make students understand various factors in the international environment that affects the business.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>To get the students acquainted with the present economic environment in India and abroad.</li> <li>To enable the students understand the various issues involved in the macro management of the economy</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>The students will be acquainted with the domestic as well as international factors that affect the business.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction to Globalization</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>Globalization: Introduction to Globalization, What is globalization?</li> <li>The globalization of Markets</li> <li>The globalization of productions</li> <li>Drivers of globalization</li> </ul>	
<b>Unit 2: Differences in Political Legal &amp; Economic Environment</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>Introduction</li> <li>Nationwide Differences in Political Systems</li> <li>Economic Systems</li> <li>Legal Systems</li> <li>Differences in Contract Law, Property Rights</li> </ul>	
<b>Unit 3: Differences in Cultural Environment</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>Differences in Culture: Introduction, Values and Norms, Culture, Society and the Nation state,</li> <li>Culture and the workplace</li> <li>Implications for Managers</li> </ul>	
<b>Unit 4: Ethics in International Business</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>Introduction</li> <li>Ethical Issues in International Business</li> <li>Ethical Dilemmas</li> <li>The roots of Unethical Behaviour</li> <li>Ethical decision-making</li> </ul>	
<b>Unit 5: Open Economy Management</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>Open Economy Management. Balance of payments,</li> <li>Role of Foreign Trade &amp; Policy</li> <li>Role of Foreign Capital &amp; Policy</li> <li>Exchange Rate Policy and Exchange Controls</li> </ul>	

- Regional Integration: EU etc. World Trade Organization, World Bank, IMF, etc,
- Other Global Orientation of Indian Economy: Growth and evolution of Indian MNC's
- SAARC, ASEAN and India

**Suggested Reading:**

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

## Veer Narmad South Gujarat University

### 405 - Production & Operations Management

Course	405
Course Title	Production & Operations Management
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	This course provides students with knowledge and understanding of the nature and characteristics of operating systems in both the manufacturing and service sectors.
Course Objective	<ul style="list-style-type: none"> <li>• To expose students to the basics of Operations Management</li> <li>• To understand basic management of manufacturing processes</li> <li>• They must appreciate that fundamentals of Operations Management are also applicable to production of services</li> <li>• They should also be exposed to quality assurance techniques.</li> </ul>
Course Outcome	The students will get the knowledge and understanding of the nature and characteristics of operating systems in both the manufacturing and service sectors.
<b>Course Content</b>	
<b>Unit 1: Introduction to Production Management (15%)</b>	
<ul style="list-style-type: none"> <li>• Definition of Production, Production Management, Operations, Operations Management,</li> <li>• Difference between Production and Operations,</li> <li>• Scope of Operations Management,</li> <li>• Significance of Operations management,</li> <li>• Different Types of Production Systems – Continuous, Intermittent and their sub-types with merits and demerits, Differentiate between Continuous and Intermittent production system</li> </ul>	
<b>Unit 2: Plant Layout and Material Handling (15%)</b>	
<ul style="list-style-type: none"> <li>• Plant Layout: Definition, Factors affecting choice of layout,</li> <li>• Types of Plant layouts (Process, Product, Fixed Position, Cellular, Combination / Hybrid, Service Layout),</li> <li>• Principles of a good plant layout,</li> <li>• Material Handling: Definitions,</li> <li>• Types of Material Handling Equipment,</li> <li>• Principles of Material Handling</li> </ul>	
<b>Unit 3: Inventory Control (With Numerical) (25%)</b>	
<ul style="list-style-type: none"> <li>• Definition of Inventory and Inventory Control, Types of Inventory,</li> <li>• Various Classification of Inventory Control: ABC Analysis, VED Analysis, FSN Analysis,</li> <li>• Cost Associated with Inventory Control, Basic EOQ Model (With formula derivation) &amp; Its Assumptions</li> </ul>	

- Minimum level, Maximum level, Reorder level, Lead time, Safety Stock,
- ERLQ model (with formula derivation) and its assumptions
- Numerical Problems on Basic EOQ Model, EOQ model with price discounts, Different inventory levels, Basic ERLQ model

**Unit 4: Production Planning (With Numerical) (25%)**

- Definition of Production Planning, Only Meaning 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: Definition, Concept of Backward and Forward, Priority Sequencing Rules
- Numerical on: Assignment Problems (Hungarian Method Upto Order 5 Matrix); Priority Sequencing Rules – SPT,LPT, EDD,CR,LS,FCFS; Johnson’s Rule Problems (‘n’ jobs and 2 machines)

**Unit 5: Work Study (With Numerical) (20%)**

- Definition and Concept of Work Study, Basic Procedure of Work Study
- Method Study: Concept, Symbols used in Method Study
- Recording Techniques in Method Study (Operation Process Chart, Flow Process Chart, Two Handed Process Chart, Multiple Activity Chart, SIMO Chart only), Understanding of THERBLIGs
- Time Study (Work Measurement), Definitions, Process (Only Stop Watch Method), Various types of Allowances,
- Numerical Problems: Man-Machine Charts (Up to One Worker-One Machine; Upto 8 activities), Calculations of Standard Time, Normal Time and Allowances

**Suggested Reading:**

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.Ashwathappa

# Veer Narmad South Gujarat University

## 406 - Quantitative Techniques for Management

Course	406
Course Title	Quantitative Techniques for Management
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>The course emphasizes Statistics to solve Business and Management problems</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>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</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>Students will become capable to apply statistical techniques in business, Management and Finance</li> </ul>
<b>Course Content</b>	
<p><b>Unit 1: Probability and Probability Distributions (25%)</b></p> <ul style="list-style-type: none"> <li>Definition of Random Variable, Discrete Random Variables and Continuous Random Variables,</li> <li>Probability Distributions: Discrete - Meaning of Probability Distribution, Discrete Probability Distributions, Binomial Distribution (definition properties and practical examples)</li> <li>Poisson Distribution (definition properties and practical examples)</li> <li>Probability Distribution: Continuous - Continuous Probability Distribution, Probability Density Function, Normal Distribution: definition of Normal Distribution its properties and practical examples.</li> </ul>	
<p><b>Unit 2: Hypothesis Testing: large Sample Tests (20%)</b></p> <ul style="list-style-type: none"> <li>Basic concepts: Hypothesis, Null Hypothesis, Alternative Hypothesis, Statistic,</li> <li>Parameter, Sampling Distribution, Standard Error, Type I and Type II errors, Level of Significance, Degree of Freedom, Acceptance Region, Critical Region</li> <li>Testing of Hypothesis, Testing Procedure</li> <li>Large Sample Tests: test for specific mean, test for differences between mean, test for differences between S.D.</li> </ul>	
<p><b>Unit 3: Hypothesis Testing: Small Sample Tests (30%)</b></p> <ul style="list-style-type: none"> <li>t Test: Test of Mean, Test of difference between means(independent samples), Paired t-test</li> <li>F Test: Test of significance of difference between two variances,</li> <li>Analysis Of Variance test One way and Two way classification</li> <li>Chi Square (<math>\chi^2</math>): Test for independence of attributes (<math>2 \times 2</math> contingency table only), Yates's correction of continuity.</li> </ul>	
<p><b>Unit 4: Statistical Quality Control (SQC) (25%)</b></p> <ul style="list-style-type: none"> <li>Meaning of SQC, types of variations, theory of runs, Basic theory of control charts, types of control charts.</li> </ul>	

- Control chart for variables: construction of control chart for mean and range and interpretation from control chart.
- Control chart for attributes: construction and interpretation from np (number of defectives) and C (number of defects) chart

**Suggested Reading:**

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 Sounder pandian
4. Statistics for Management: Anand Sharma 5. Statistics for Business and Economic : R P Hooda
5. Grant. E.L Statistical Quality Control ; Mc Graw Hill Books Co.





# **SUMMER TRAINING REPORT (501)**

**T.Y.B.B.A (SEM-5)**

**EVALUATION GUIDELINES**

**(EFFECTIVE FROM A.Y. 2022-23)**

**BACHELOR OF BUSINESS ADMINISTRATION**

**VEER NARMAD SOUTH GUJARAT UNIVERSITY,  
SURAT**

# Contents

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# **SUMMER TRAINING REPORT – 501 (T.Y.B.B.A – Sem. V)**

## **About Summer Training Report (S.T.R)**

A student enrolled in Bachelor of Business Administration (BBA) program shall have to undergo Summer Internship in any organization of their choice (Manufacturing / Processing is highly advisable) either individually or in group. Student(s) will choose a company of his/her/their choice will personally go to the company and understand the working of the company there will prepare a report of the same and will have to present the report in front of panel members. This whole exercise will be equivalent to 4 credits in Semester 5 of BBA course. The students shall be able to get credit only when they complete their training.

## **General Rules**

**R.S.T.R. 1:** At the end of Semester 4 during Summer Vacations, student(s) has to undergo 4-weeks Summer Internship Training. In case of No Summer Vacation, students must be allowed the time of 4 weeks by the college concerned.

**R.S.T.R. 2:** One student / Group of students should undergo said training. HOWEVER, GROUP PROJECT SHOULD BE ENCOURAGED.

**R.S.T.R. 3:** Student(s) will choose the company of his/her/their own choice and will bring the permission letter from there either in written letter format or via e-mail or any other formal mode. This training is the only means in BBA curriculum which allows the students to expose practically with hard-core working of manufacturing / processing. Students can also be sent to service firms / organisations, with proper guidance provided by the mentors.

**R.S.T.R. 4:** College authority can decide minimum and maximum number of group size on their discretion but group size must not be greater than 6 (Six). Further college can also decide the maximum limit of groups going in single company. Individual student can also undergo summer training project. College should appoint faculty mentor to guide them throughout their work.

**R.S.T.R. 5:** This study will purely be ‘Departmental Study’ by nature wherein students will learn functioning of the company by studying departments like production, operations, marketing, finance, accounting, sales, personnel, HR, Health, Safety, Quality Assurance and others.

**R.S.T.R. 6:** At the end of Summer Training Project, they will have to bring completion certificate and one copy of the same must be kept by the college. Without Project Completion

Certificate, study would be considered incomplete and student(s) will not get credit for the same and will be considered failed in 'Summer Training Report'.

**R.S.T.R. 7:** It is mandatory for an individual student to undergo the said training to earn the required credit of the said paper.

## **Credit Rules**

**R.S.T.R. 8:** If a student(s) fails to undergo required summer training, he/she will be considered "FAIL" and will be allotted 'Grade F' in the said subject.

**R.S.T.R. 9:** In case a student(s) fail(s) to undergo the training and he/she is declared failed in it, a student can earn the required credit anytime after that by going to organization. A college shall have to permit him/her the leave during that period.

**R.S.T.R. 10:** If student(s) gets his/her form withdrawn either in Semester 3 or Semester 4, they cannot be allowed to undergo Summer Training in that particular year in.

**R.S.T.R. 11:** In case a student fails to clear 3/5<sup>th</sup> subjects of Semester 3 and Semester 4 and/or a student is unable to clear all subjects of Semester 1 and Semester 2 together, he / she will be allowed to undergo Summer Training, but the credit for the same will be transferred to him/her only when he/she satisfies all the conditions to enter in Semester 5.

**R.S.T.R. 12:** If student(s) gets his/her form withdrawn in Semester 5 and student(s) had already completed the training during summer vacation, in such circumstance, he/she will be allowed to use completion certificate to claim the credit of 'Summer Training Report – 501'.

**R.S.T.R. 13:** If a student exceeds maximum number of years to complete the BBA program and if in case of re-registration in BBA program, he/she will have to undergo Summer Training again.

**R.S.T.R. 14:** An individual student or a group of students shall have to give VIVA VOCE Exam before the committee/panel as a part of External Evaluation. A panel may consist of the faculty members of the college concerned or faculty panel outside the college, if college wishes for. College must maintain full confidentiality during the whole evaluation process.

**R.S.T.R. 15:** Internal Marks of Summer Internship Project should be put in the university ERP system at the time of putting internal marks of Semester 5.

**R.S.T.R. 16:** Although this is a group project work but evaluation should be done on individual student basis. E.g. If only 4 students are working sincerely out of 5 and one is not putting enough efforts, evaluation of that students should be less than other 4 members in group.

**R.S.T.R.17:** If a student never undergoes summer training, he / she will never be entitled for the credit of 'Summer Training Report (501)' of Semester 5.

## Evaluation Pattern

Course Type	Semester	Course Code	Course Title	Course Credit	University Evaluation	Internal Evaluation	Total
Core	Fifth	501	Summer Training Report	4	70 Marks	30 Marks	100

### University Evaluation (70 Marks)

Particulars	Marks
Summer Training Report (Hard Bound) (Quantum of Information taken, Formatting, Content, Way of presentation)	35 Marks
VIVA VOCE of Report (Faculty panel from within /outside college)*	35 Marks
<b>Total</b>	<b>70 Marks**</b>
* College concerned is allowed to frame faculty panel for VIVA within as well as outside college. If college appoints outside faculties/experts for VIVA, DA and TA should be borne by college only and not by VNSGU. Panel members should not be less than two.	
**subject to producing completion certificate	

### Internal Evaluation (30 Marks)

Particulars	Marks
Regularity and Punctuality, Follow-ups, Behavioural Conduct at company etc.	15 Marks
Presentation of Group/Individual student by College Faculty Mentor(s)	15 Marks
<b>Total</b>	<b>30 Marks*</b>
*To be put by faculty mentor in university ERP system at the time of putting internal marks of Semester 5	

## ANNEXURE 1

### DEPARTMENTS THAT CAN BE STUDIED

#### General Information

- Name & Location of Company
- Name & Location of other branches
- Year of Establishment
- Brief History
- Name of Founders and Promoters
- Vision Statements
- Mission Statement and Values Shared
- Organisational Structure / Hierarchy
- Controlling System
- Any other specific detail

#### Production Department / Processing Department

- Plant Location
- Plant Layouts Used
- Raw Materials Used
- Systems used (Continuous / Intermittent and their sub-systems)
- Heavy Machineries Used
- Products and Services produced
- Process used
- Description of Layout (Product, Process, FP, Hybrid)
- Material Handling Equipment used
- Inventory Control methods (if followed)
- Order Quantity, Lead Time, Reordering Level
- APP
- MPS
- List of dependent demand inventory (BOM file)
- CRP plan
- MRP plan
- Quality control technique
- Inspection Technique
- Work Study & Time Study (If Applicable)
- On the Job & Off the Job Training to Workers and Supervisors
- Names and addresses of plants if elsewhere situated

- Any other company specific detail

### **Marketing Department**

- List of Products & Services
- Number of customers / overseas customers
- Marketing Plan
- Major competitors
- Specific Distribution channel
- PLC concept and association of their product with respect to PLC stage
- Market segmentation
- Positioning Strategies
- Promotion tools used
- Pricing method followed
- Sales force management
- CRM practices (if followed)
- Research Procedure (if conducted)
- MKIS (if maintained)
- Export Procedure (if applicable)
- Any other company specific detail

### **HRM / Personnel Department**

- Recruitment Procedure
- Selection Process
- No. of employees
- Attendance maintenance
- Training given
- Fringe benefits provided
- Leave rules
- Employee Safety mechanisms
- Promotion – Transfer rules
- Specific HR policies
- Performance appraisal
- Wages & Salary Administration
- Grievance Handling Procedure
- Strategic HRM (if adopted)
- Employee Feedback mechanism (if adopted)

### **Finance Department / Accounting Department**

- Trading & P & L Account
- Balance Sheet
- Ratios & their interpretation
- Financial Statement Analysis
- Accounting procedure

### **Purchase Department**

- Purchase Procedure
- Purchasing Lead time
- Ordering Costs and carrying costs
- General details about purchase department
- Raw Materials Ordered
- List of Suppliers
- Re-Ordering Time
- Any other specific detail

### **Safety Department**

- No. of fire extinguishers
- Safety Equipment provided to workers
- Workmen's Compensation policy
- List of Life Insurance Policies (if taken)
- List of General Insurance Policies (Fire, Marine, Burglary etc.)
- Health and Safety Policy
- Any other Safety mechanisms

### **Other Company Specific Departments that can be studied**

- Packing Department
- Store & Warehousing
- Dispatch Department
- Engineering Department
- Q&A Department
- Any other department that company has other than above



## ANNEXURE 2

### STRUCTURE OF SUMMER TRAINING REPORT

<b>Sr. No.</b>	<b>Particulars</b>
1	Title Page
2	Project Completion Certificate (College)
3	Project Completion Certificate (Company)
4	Declaration
5	Acknowledgement
6	Executive Summary
7	Chapter 1: General Information
8	Chapter 2: Production Department / Purchase Department
9	Chapter 3: Marketing / Sales Department
10	Chapter 4: Finance / Accounts Department
11	Chapter 5: Human Resource / Personnel Department
12	Chapter 6: Purchase Department
13	Chapter 7: Any other company specific department
14	Bibliography
15	Annexure

## **ANNEXURE 3**

### **SUGGESTED FORMATTING GUIDELINES**

- Font Type: Times New Roman
- Font Size (Chapter Heading): 24
- Font Size (Main Heading): 16
- Font Size (Sub Heading): 14
- Font Size (Body Text): 12
- Line Spacing: 1.5
- Alignment: Justified
- References: APA Style
- Page No.: At Bottom Center
- Copies: 1 Hard Bound (Black Cover)

## **501 – Summer Training Report**

### **DETAILED GUIDELINES SUMMER INTERNSHIP REPORT Credit - 3 Bachelor of Business Administration (Effective from Academic Session 2022-23)**

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 (May-June). 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**

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 during 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**

### **2.1 Basic Requirements**

- All the students have to prepare and submit a written project at the end of the internship.
- Each participant will make at least one hard bound copy + soft copy 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.
- 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 or invited faculty members other than Guide, 35 Marks Report + 35 marks Presentation)

## **PART3: SPECIFIC ASPECTS OF THE REPORT**

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 report should be full summary of the training undertaken by the students. It should be printed on A-4 size paper with proper inclusion 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 12point 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 Page1
- 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:**

- 1.5line-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

**Veer Narmad South Gujarat University**  
**502 - Business Research**

Course	502
Course Title	Business Research
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>The purpose of the course is to explain to the students' application of research in business management.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>To acquaint students with the basic procedure of scientific business research</li> <li>To orient students with the methodology of research in a way that they can do their semester six project report work in an effective manner</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>Students should be able to understand the basic nature and purpose of Research and its advantages to business</li> <li>To understand the purpose of Sampling and Sampling Techniques in the process of research design</li> <li>To understand various Primary and Secondary sources of data</li> <li>To understand how to do Data Processing</li> <li>To learn how to write a Research Report</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction to Business Research (25%)</b> <ul style="list-style-type: none"> <li>Concept &amp; Definition,</li> <li>Classification of Business research viz. Basic vs. Applied Research,</li> <li>Problem Identification vs. Problem Solving Research,</li> <li>Cross Sectional vs. Longitudinal Research,</li> <li>Quantitative Vs. Qualitative Research</li> <li>Methods of Knowing: Scientific &amp; Non-Scientific methods (Name the types of non-scientific methods only)</li> <li>Characteristics of a good scientific research</li> <li>Types of research design (Exploratory and Conclusive)</li> <li>Different types of errors in business research</li> <li>Meaning of terms: “Concept “, “Construct” and “Definition” in relation to business research</li> <li>Different types of variables in business research</li> <li>Definition of hypothesis</li> <li>Types of hypotheses</li> <li>Role of hypothesis in research</li> <li>Qualities of a good hypothesis</li> <li>Business Research Process</li> </ul>	



<b>Unit 2: Data Collection</b> <ul style="list-style-type: none"> <li>● Difference between terms: “Data” and “Information”,</li> <li>● Difference between Primary Data &amp; Secondary Data. Their relative merits &amp; de-merits,</li> <li>● Various sources of secondary data (Internal &amp; External)</li> <li>● General Idea of survey methods</li> <li>● Four Survey Methods viz. Telephonic Survey, Personal Survey, Electronic Survey and Mail Survey,</li> <li>● Comparison of four survey methods on various parameters - Social desirability, Perceived Anonymity, Response Rate, Control on data collection environment, Diversity of questions, Interviewer’s bias, Use of physical stimuli, Sample control, quantum of data</li> <li>● Definition of Observation : When observation method is suitable, Advantages and Limitations of Observation Method</li> </ul>	<b>(25%)</b>
<b>Unit 3: Sampling and Scaling Methods.</b> <ul style="list-style-type: none"> <li>● Difference between Sample and Census</li> <li>● Sampling Procedure</li> <li>● Factors affecting Sample Size determination</li> <li>● Probabilistic and Non- Probabilistic Sampling Methods</li> <li>● Meaning of scale and Attitude scale</li> <li>● Types of primary scale (Nominal, ordinal, interval, ratio)</li> <li>● Various Comparative and Non-comparative attitude Scales</li> </ul>	<b>(25%)</b>
<b>Unit 4: Design of Questionnaire, Data preparation and Report writing</b> <ul style="list-style-type: none"> <li>● <b>Design of Questionnaire:</b> Definition of Questionnaire, Process of questionnaire design, Importance of pre- testing of questionnaire</li> <li>● <b>Data Preparation:</b> Process of Data Preparation (Questionnaire Checking, Editing, Coding, Transcribing, Data Cleaning, Statistical Adjusting the data),</li> <li>● <b>Report writing:</b> Types of research report, Contents/format of research report), Ethics in research</li> </ul>	<b>(25%)</b>

**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. Marketing Research : G. C. Beri, Tata McGraw Hill Education

## Veer Narmad South Gujarat University

### 503 – Service Management

Course	503
Course Title	Service Management
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>The students will understand services and learn to differentiate between tangible and intangible aspects.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>To explain basic concepts of services to the students</li> <li>To relate concepts and principles of services with real world working of various services sectors</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>To understand the unique characteristics and classification of services</li> <li>To understand marketing aspects of services</li> <li>To understand the role and relevance of quality in services</li> <li>To understand handle service recovery</li> <li>To observe different trends in services</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction to Service Industry (20%)</b> <ul style="list-style-type: none"> <li>Introduction to Services</li> <li>Unique characteristics of Services (Implications &amp; Solutions)</li> <li>Difference between Goods &amp; Services</li> <li>Classification of Services</li> <li>Challenges confronted by Service sector in India</li> <li>Factors responsible for growth of Service Economy</li> <li>Consumer Behavior in Services: Search, Experience and Credence Properties.</li> </ul>	
<b>Unit 2: Service Marketing Mix (30%)</b> <ul style="list-style-type: none"> <li><b>Product:</b> Core and supplementary Elements</li> <li><b>Price:</b> Role of Non-monetary costs, Pricing strategy, Pricing and Revenue Management,</li> <li><b>Place:</b> Service Distribution, Role of Customers in Service Delivery, delivery through intermediaries, Franchising, Electronic Channels, Self Service Technologies,</li> <li><b>Promotion:</b> Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication,</li> <li><b>People:</b> Employee's role in Service Delivery, Service Leadership and culture,</li> <li><b>Process:</b> Service Blueprinting, Service Process Redesign,</li> <li><b>Physical Evidence:</b> Servicescape, Service Environments.</li> </ul>	
<b>Unit 3: Service Quality and Measurement (15%)</b> <ul style="list-style-type: none"> <li>What is Service Quality?</li> <li>The Gaps Model (5 Gaps)</li> <li>Service Quality Dimensions (SERVQUAL)</li> </ul>	
<b>Unit 4: Handling Customer Complaints and Service Recovery (15%)</b> <ul style="list-style-type: none"> <li>Understanding complaining behavior</li> <li>Principles of Effective service recovery systems</li> <li>Discouraging abuse and Opportunistic Customer behavior</li> <li>Seven types of Jaycustomers</li> </ul>	

**Unit 5: Introduction to Different Services****(20%)**

- Introduction
- 7Ps of following sectors
- 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 Mc Graw Hill.
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 Mac Graw-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 Mc graw-Hill.

# Veer Narmad South Gujarat University

## 504 - Legal Aspects of Business

Course	504
Course Title	Legal Aspects of Business
Credit	3
Teaching per Week	3 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>● To understand the legal environment affecting business</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>● To aware the students about legal and regulatory framework of business related laws</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>● The student will understand various negotiable instruments and its application in business.</li> <li>● The students will understand the basic concepts of Indian Contract Act and its application.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: The Indian Contract Act,1872 (35%)</b>	
<ul style="list-style-type: none"> <li>● Definition of a contract</li> <li>● Classification of contract</li> <li>● Essential of a valid contract</li> <li>● Definition of Agreement</li> <li>● Offer/Proposal, Acceptance</li> <li>● Consideration</li> <li>● Capacity to Contract</li> <li>● Consent</li> <li>● Lawful Object and Consideration Performance to contract</li> <li>● Discharge of a contract, Remedies for breach of a contract.</li> </ul>	
<b>Unit 2: The Negotiable Instrument Act, 1881 (15%)</b>	
<ul style="list-style-type: none"> <li>● Brief Introduction to Negotiable Instruments</li> <li>● Holder and Holder in due course</li> <li>● Liabilities of parties</li> </ul>	
<b>Unit 3: The Sale of Goods Act, 1930 (25%)</b>	
<ul style="list-style-type: none"> <li>● Formation of contract of sale,</li> <li>● Subject matter of contract of sale,</li> <li>● Conditions and Warranties,</li> <li>● Express and Implied Conditions and Warranties,</li> <li>● Caveat Emptor</li> </ul>	
<b>Unit 4: The Consumer Protection Act,1986 (25%)</b>	
<ul style="list-style-type: none"> <li>● Introduction, Definitions [Complainant, Complaint, Consumer, Consumer Dispute, Defect, Deficiency, E-Commerce, Electronic Service Provider, Goods, Misleading Advertisement, Restrictive Trade Practice, Unfair Trade Practice, Product, Product Liability, Product Seller, Product Manufacturer, Service, Appropriate laboratory, Advertisement, Consumer Rights, Design, Express Warranty, Harm]</li> <li>● Consumer rights</li> <li>● Consumer Responsibilities</li> <li>● Consumer Protection Councils</li> </ul>	

**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 3rd Edition

**Veer Narmad South Gujarat University**  
**FSE-1: 505 – ADVANCED Financial**  
**Management**  
**(Finance Elective Group)**

Course	505
Course Title	ADVANCED Financial Management
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	Lectures, PowerPoint presentations, Group Work
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>To provide financial knowledge to students from a company point of view when making financial decisions and also from an investor point of view when making investment decisions in the capital market.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>To equip students with basic tenets of long-term financial decision-making.</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>Evaluate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure</li> <li>Analyze the complexities associated with management of cost of funds in the capital Structure</li> <li>Evaluate how the concepts of valuation of security and dividend policy decisions could integrate while identification and resolution of problems pertaining to Business.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Valuation of Securities (Numeric) (30%)</b> <ul style="list-style-type: none"> <li>Concept of value,</li> <li>Importance of Valuation,</li> <li>Bond Valuation: Basic bond valuation, semi-annual interest payment, effect of relation between required rate of return &amp; coupon rate on bond values, effect of years to maturity on bond values, yield to maturity, perpetual bonds.</li> <li>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.</li> </ul>	
<b>Unit 2: Cost of Capital (Numeric) (30%)</b> <ul style="list-style-type: none"> <li>Meaning &amp; significance,</li> <li>Explicit &amp; implicit cost,</li> <li>Cost of debt, equity and retained earnings,</li> <li>Cost of equity through dividend capitalization approach, CAPM &amp; earning price method,</li> <li>Weighted average cost of capital</li> </ul>	
<b>Unit 3: Capital Structure (20%)</b> <ul style="list-style-type: none"> <li>Meaning and Significance,</li> <li>Net Income,</li> <li>Net Operating Income,</li> <li>Traditional &amp; MM Theory (Including Arbitrage)</li> <li><b>Numerical:</b> NI approach, Net Operating Income, Traditional &amp; MM Theory (Excluding Arbitrage)</li> </ul>	

**Unit 4: Dividend Policy****(20%)**

- Meaning of dividend, forms of dividend, stable and unstable dividend policy,
- Factors affecting dividend policy. types of dividend dates – Ex date, due date, announcement date
- The irrelevance of dividends: MM hypothesis, Relevance of dividends: Walter's model, Gordon's model
- Numerical: MM hypothesis, Walter's model, Gordon's model

**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.
- P.C. Tulsian, Financial Management – S. Chand Publication

**Veer Narmad South Gujarat University**  
**FSE-2 506 Strategic Financial Management**  
**(Finance Elective)**

Course	FSE-2 506
Course Title	Strategic Financial Management
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	Lectures, PowerPoint presentations, Group Work
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>To identify the possible financial strategies capable of maximizing the organization's market value.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>To make aware about various fundamental concepts of strategic financial management.</li> <li>To develop a perspective of students towards combining finance functions with strategies.</li> <li>To ensure that students can exercise judgment and technique to make business value added decisions in strategic financial management.</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>Students will gain knowledge of how to develop and implement effective financial strategies in corporations and set up realistic business objectives in order to increase firm value.</li> </ul>

**Course Content**

<b>Unit 1: Introduction to Strategy and Financial Management</b> <span style="float: right;"><b>(10%)</b></span> <ul style="list-style-type: none"> <li>Concepts of Strategic Financial Management (Definition and Characteristics)</li> <li>Significance of Strategic Financial Management</li> <li>Strategic planning (Meaning, Definition)</li> <li>Financial, planning (Meaning, Definition, Process)</li> <li>Financial Forecasting (Meaning, Definition, Benefits and Techniques of Financial Forecasting)</li> </ul>
<b>Unit 2: Project Planning and Control</b> <span style="float: right;"><b>(20%)</b></span> <ul style="list-style-type: none"> <li>Meaning, Definition and Benefits of project management</li> <li>Classification of Project</li> <li>Kinds of Project</li> <li>Stages in setting up of a project</li> <li>Cost benefit analysis in project (Meaning, Definition, Benefits and Limitations)</li> <li>Project Appraisal by financial institution (Financial Feasibility, Technical Feasibility, Economic Feasibility and Management Competence)</li> </ul>
<b>Unit 3: Long Term Strategic Financial Decisions</b> <span style="float: right;"><b>(30%)</b></span> <ul style="list-style-type: none"> <li>Cost of Project</li> <li>Means of Financing</li> <li>Risk Evaluation in capital budgeting: Business risk and financial risk</li> <li>Risk analysis in project selection</li> <li>Techniques and models in taking decisions under risk and uncertainty (Numerical):</li> <li>Probability Analysis (including standard deviation and variance)</li> <li>Sensitivity Analysis</li> <li>Decision Tree Analysis</li> <li>Risk Adjusted Discounted Rate (RADR) Method</li> <li>Certainty Equivalent (CE) Method</li> </ul>



<b>Unit 4: Valuation of Business</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Meaning of equity value and enterprise value</li> <li>● Reasons for valuation of an enterprise</li> <li>● Discounted Valuation Models: Discounted cash flow method (Numeric)</li> </ul>	
<b>Unit 5: Corporate Restructuring and Industrial Sickness</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Meaning and Reasons for corporate restructuring</li> <li>● Meaning, Process and Techniques of Financial Restructuring</li> <li>● Industrial Sickness</li> <li>● Definition according to Companies Act 2013 and RBI</li> <li>● Causes of sickness</li> <li>● Prediction of sickness: Multiple Discriminant Analysis (Z - Score Model with Numeric)</li> </ul>	

### **Suggested Reading**

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

**Veer Narmad South Gujarat University**  
**MSE-1: 505 - Advertising and Brand Management**  
**(Marketing Elective Group)**

Course	505
Course Title	Advertising and Brand Management
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To acquaint students with the marketing process for different types of products and services and to understand the tools used by marketing managers in decisions pertaining to advertising and brand management.
Course Objective	<ul style="list-style-type: none"> <li>● To acquaint students with the basic concepts of IMC</li> <li>● To orient students with current scenarios in advertising and branding</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>● Students will demonstrate strong conceptual knowledge in the functional area of marketing management.</li> <li>● Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.</li> <li>● Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Introduction to Advertising</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Definition,</li> <li>● Objectives,</li> <li>● Functions and Classification of Advertising,</li> <li>● The role of advertising in Marketing,</li> <li>● The role of advertising agencies</li> </ul>	
<b>Unit 2: Understanding Communication Process</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Source,</li> <li>● Message and channel factors,</li> <li>● AIDA Model,</li> <li>● Hierarchy of Effect Model,</li> <li>● Elaboration Likelihood Model</li> </ul>	
<b>Unit 3: Planning for Marketing Communication</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Setting Marketing Communication Objectives,</li> <li>● DAGMAR Approach for setting advertisement objectives,</li> <li>● Building the IMC Program: Using Creative Strategies in advertising, sales promotion, publicity and event sponsorship, Creative strategy in implementation and evaluation of marketing communication,</li> <li>● Types of appeals and execution styles.</li> </ul>	

<b>Unit4: Brand and Brand Management</b>	<b>(15%)</b>
<ul style="list-style-type: none"> <li>● What is a brand,</li> <li>● Importance and Scope of Brand,</li> <li>● Branding challenges and Opportunities,</li> <li>● Strategic Brand management process</li> </ul>	
<b>Unit 5: Customer based brand equity</b>	<b>(15%)</b>
<ul style="list-style-type: none"> <li>● Sources of brand equity,</li> <li>● Building a strong brand,</li> <li>● Criteria for choosing brand elements,</li> <li>● Options and tactics for brand elements</li> </ul>	
<b>Unit 6: Managing brands over time</b>	<b>(10%)</b>
<ul style="list-style-type: none"> <li>● Reinforcing Brands,</li> <li>● Revitalizing Brands,</li> <li>● Adjustments To Brand Portfolio</li> </ul>	

### **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)**

Course	506
Course Title	International Marketing Management
Credit	4
Teaching per Week	4 Hours
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The course is designed specifically to integrate the core concepts of marketing management with concepts of international business and cross-cultural management.
Course Objective	<ul style="list-style-type: none"> <li>● To acquaint students with the global environment of marketing.</li> <li>● To give thorough understanding with regards to export, its procedure and documentation.</li> <li>● To orient students with contemporary issues in international marketing</li> </ul>
Course	<ul style="list-style-type: none"> <li>● Describe the nature of international marketing and its value for modern business.</li> <li>● Explain the basic concepts, principles and practices associated with international marketing management.</li> <li>● Analyse international marketing situations and make appropriate decisions.</li> <li>● Present a credible business case in a team setting.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: International Marketing (25%)</b>	
<ul style="list-style-type: none"> <li>● International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. - Approach, an overview of the International Marketing Management Process;</li> <li>● International Marketing Environment</li> <li>● Various factors affecting International Marketing Environment</li> <li>● International Marketing vs. Domestic Marketing,</li> <li>● International Market Segmentation and Positioning; Screening and Selection of Markets;</li> <li>● International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M &amp; A, Setting-up of Wholly Owned Subsidiaries Abroad, Strategic Alliances.</li> </ul>	
<b>Unit 2: International Marketing Mix (25%)</b>	
<ul style="list-style-type: none"> <li>● <b>Product:</b> Product-Communication Strategies, Advantages and Limitations of Product Standardisation and Product Adaptation, Branding-Packaging- Labelling Decisions in International Business</li> <li>● <b>Price:</b> Factors affecting International Pricing, Pricing Steps, Transfer Pricing, Various INCOTERMS EXW, FCA, FAS, FOB, CFR, CIF, CPT, CIP, DAF, DES, DEQ, DDU, DDP</li> <li>● <b>Promotion:</b> International Promotional Mix Elements</li> <li>● <b>Distribution:</b> Indirect and Direct Exporting, Types of foreign Intermediaries</li> </ul>	
<b>Unit 3: Trade Policy and Export Promotion (20%)</b>	
<ul style="list-style-type: none"> <li>● Introduction,</li> <li>● Trade Barriers: Tariffs &amp; Non-Tariff,</li> <li>● Export Promotion: Organizational set up, Incentives, production Assistance/facilities, Marketing Assistance, Special Economic Zones, Export Houses (Concepts),</li> </ul>	

<b>Unit 4: Export Procedure and documentation</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● <b>Export Procedure:</b> Registration, Pre- Shipment, Shipment, Post-Shipment</li> <li>● <b>Documentation:</b> Commercial and Regulatory</li> </ul>	
<b>Unit 5: Foreign Direct Investments</b>	<b>(10%)</b>
<ul style="list-style-type: none"> <li>● Meaning,</li> <li>● Types of FDI,</li> <li>● Factors affecting FDI,</li> <li>● Merits and Demerits of FDI</li> </ul>	

**Suggested readings:**

- International Business: Text and Cases - P. SubbaRao, Himaliya PublishingHouse.
- International Business: Text and Cases - Francis Cherunilam, PHILearning.
- International Business - Rakesh Mohan Joshi, Oxford University Press.
- International Trade and Export management - Francis Cherunilam, Himalaya PublishingHouse.
- International Marketing - RajendraNargunkar, Tata McgrowHill.
- International Marketing: Text and Cases - Francis Cherunilam, Himaliya Publishing House.
- Export Management - T.A.S. Balagopal, Himaliya PublishingHouse.
- International Marketing management: An Indian Perspective - R. L. Varshney,B.Bhattacharya, Sultan Chand &sons.

**Veer Narmad South Gujarat University**  
**HSE-1: 505 - Human Resource Development**  
**(HRM Elective Group)**

Course	505
Course Title	Human Resource Development
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>The organization, which doesn't react to changes becomes "Outdated". So the subject will enable the students to learn the necessities of developing Human Resources in Organizations and provide exposure to the Contemporary issues in HRD. It will enable the budding managers become HR professionals.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>Understand the functions, systems, policies and applications of Human Resource Development in organizations.</li> <li>An overview of theoretical foundations of key areas associated with HR development in the organizations</li> <li>HR skills and their ability to assess the constraints and opportunities associated with managing employees in different socio-economic and political context</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>Ability to plan human resources and implement techniques of HRD</li> <li>Competency to implement organizational changes</li> <li>Ability to handle employee issues and evaluate the new trends in HRD</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Human Resource Development</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>Introduction (Definition, Features, Benefits, Objectives),</li> <li>HRD Process – Steps in designing HRD system,</li> <li>HRD methods / techniques / mechanisms / instruments / subsystems,</li> <li>Principles in designing HRD system,</li> <li>Different index related to HRD: Quality of Work life Index (concept, dimensions and measurement), Human Development Index (concept, dimensions and measurement)</li> </ul>	
<b>Unit 2: Organizational Change and Development</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>Organizational Change - Introduction, types (Revolutionary &amp; Evolutionary),</li> <li>Levels of Change,</li> <li>Reasons for change</li> <li>Resistance to change</li> <li>How to overcome resistance to change</li> <li>Process to introduce change (Lewin's 3-stage Model of change)</li> <li>Organization Development (Definitions, Characteristics of OD, OD Assumptions)</li> <li>Brief overview of various OD Interventions - Process and Structural OD intervention, OD intervention for specific targets (Individual, Dyads, Team &amp; group, Inter group and Total organisation)</li> </ul>	

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

- Introduction and Objectives of MDP
- MDP Process
- Techniques of MDP (On the Job and Off the Job)
- Evaluation of MDP (Kirk Patrick Model – 4 Level)

**Unit 4: Contemporary Issues in HRD****(35%)**

- Employee Engagement - Meaning, Types (Highly Engaged Employee, Not Engaged, Actively Disengaged), 10 Cs of Employee Engagement,
- Job Design: Concept, Methods (Job Simplification, Job Rotation, Job Enlargement and Job Enrichment)
- Employee Empowerment - Definition, Conditions necessary for Empowerment, Forms of Empowerment, Barriers to Empowerment, Empowerment in India
- Managing Human Resources in Virtual Organizations - Meaning, Difference between Traditional and Virtual organization, Types (Bradt's Classification), Advantages and Disadvantages, Virtual Organization and HRM.

**Suggested Reading**

1. Human Resource Management by C.B. Gupta (Sultan Chand & Sons)
2. Human Resource Management by S.S. Khanka (S. Chand & Company)
3. Essentials of Human Resource Management and Industrial Relations by P. Subba Rao (Himalaya Publishing House)
4. Human Resource Management by K. Ashwathappa (Tata McGraw Hill)
5. Human Resource Management by L.M. Prasad (Sultan Chand & Sons)
6. Designing and Managing Human Resource Systems by Udai Pareek and T.V. Rao (Oxford & IBH Publishing Co Pvt. Ltd.)
7. Human Resource Management by Gary Dessler (Pearson)
8. Human Resource Management by Biswajeet Pattanayak (PHI)
9. Organisational Behaviour by K. Ashwathappa (Himalaya Publishing House)

**Veer Narmad South Gujarat University**  
**HSE-2: 506 - ADVANCED Human Resource**  
**Management**  
**(HRM Elective Group)**

<b>Course</b>	506
<b>Course Title</b>	ADVANCED Human Resource Management
<b>Credit</b>	4
<b>Teaching per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Assignments, Case Studies, Presentations, Practical Examples from corporate and business world.)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>• This subject will enable the students to learn the necessities of managing Human Resources in Organizations and expose them to the Contemporary issues in HRM, which in turn will mould the students into HR professionals</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• To develop the understanding of the concept of human resource management and to understand its relevance in organizations. To develop necessary skills for application of various HR issues. To analyse the strategic issues and strategies required to select and develop manpower resources.</li> </ul>
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>• Integrated perspective on the role of HRM in modern business. Ability to plan human resources and implement techniques of job design</li> <li>• Competency to recruit, train, and appraise the performance of employees</li> <li>• Rational design of compensation and salary administration</li> <li>• Ability to handle employee issues and evaluate the new trends in HRM</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Strategic Human Resource Management</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>• Meaning - Strategy, Strategic Management and Strategic HRM</li> <li>• Difference between Traditional HRM and Strategic HRM</li> <li>• Process of Linking HR Strategy with Organisational Strategy</li> <li>• Corporate and SBU Strategy VIS-A-VIS Appropriate HR Strategies</li> <li>• Benefits and Barriers of SHRM</li> </ul>	
<b>Unit 2: Managing Global Human Resources</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>• International HRM - Definition and Need</li> <li>• Differences between IHRM and Domestic HRM</li> <li>• HR functions at international level (Recruitment, Selection, Performance Management, Compensation, Cross cultural Training &amp; Development)</li> <li>• The Expatriate and Repatriation (Stages and Problems)</li> </ul>	



**Unit 3: Recent Trends in HRM****(30%)**

- E-HRM and various aspects (E-Job Design, E- Recruitment, E- Selection, E- Performance Appraisal, E- Training & Development)
- HR Accounting (Meaning, Objectives, Advantages, Limitations and Methods of HR Valuation), HR Audit (Meaning, Objective, Scope and Process)
- HR issues in Business Process Outsourcing, Emotional Intelligence (Concept and Goleman's Theory of EI), HR Six Sigma Process, Knowledge Management, Flexi-time, Contingent Workforce, Talent Management.

**Unit 4: Managing Power, Politics and Culture****(30%)**

- Definition and Sources of Power
- Effective use of Power in organization
- Power Tactics
- Politics, Types of Political Activities
- Meaning of Organization Culture
- Essence of Culture
- Creation of Culture
- Sustaining Culture
- Effects of Culture

**Suggested Readings:**

1. Human Resource Management by C.B. Gupta (Sultan Chand & Sons)
2. Human Resource Management by S.S. Khanka (S. Chand & Company)
3. Essentials of Human Resource Management and Industrial Relations by P. Subba Rao (Himalaya Publishing House)
4. Organisational Behaviour by K. Ashwathappa (Himalaya Publishing House)
5. Human Resource Management by K. Ashwathappa (Tata McGraw Hill)
6. Human Resource Management by L.M. Prasad (Sultan Chand & Sons)
7. Human Resource Management by Gary Dessler (Pearson)
8. Human Resource Management by Biswajeet Pattanayak (PHI)

**Veer Narmad South Gujarat University**  
**601 - Business Policy and Strategic Management**

<b>Course</b>	601
<b>Course Title</b>	Business Policy and Strategic Management
<b>Credit</b>	4
<b>Teaching per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>• The course focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration.</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• To enable the student to understand the functional area of management</li> <li>• To understand the concept of strategy and strategic management process,</li> <li>• To develop skills in identifying, analysing, and solving problems through a variety of corporate cases which represent the real business world.</li> </ul>
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>• The students will understand the basics of strategies- its importance, tests of winning strategy and process of crafting managerial strategy.</li> <li>• The students will understand ways to perform external analysis of company- analyzing general economic conditions, driving forces; competitiveness in market-strategic group mapping, competitors' analysis framework.</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Introduction to Strategic Management (20%)</b>	
<ul style="list-style-type: none"> <li>• Conceptual Understanding of Strategy, Policy, Tactics, Strategic Management, Business Definition, SBU Strategic Management Process</li> <li>• Strategic Intent</li> <li>• Vision, Mission, Goals and Objectives (Their Formulation and relevance)</li> </ul>	

<b>Unit 2 Environmental Analysis</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Concept and Role of Environmental Analysis (Only)</li> <li>● Industry and Competition Analysis</li> <li>● Industry Setting, Structure, Attractiveness, Performance and Practices.</li> <li>● Forces shaping competition,</li> <li>● Experience curve and its limitations,</li> <li>● Organisational Appraisal <ul style="list-style-type: none"> <li>▪ Concept, Role and Process</li> <li>▪ Approaches for organizational analysis : Value chain approach and Functional approach</li> <li>▪ Conceptual Understanding of Core competence, Distinctive Competence and Competitive Advantage, OCP, CAP, ETOP</li> </ul> </li> </ul>	
<b>Unit 3 Grand Strategies</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● When and Why to pursue Stability, Growth, Retrenchment and Combination Business level Strategies (Cost Leadership, Differentiation and Focus)</li> </ul>	
<b>Unit 4 Choice of Strategy</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Concept and Process,</li> <li>● Focusing on Strategic Alternatives</li> <li>● Evaluation of Strategic Alternatives (Corporate Portfolio Analysis: BCG, GE, SPACE, Product Market Evolution Matrix, Directional Policy Matrix; Corporate Parenting Analysis, Profit Impact of Market Strategy)</li> <li>● Considering decision factor</li> <li>● Strategic Choice</li> </ul>	
<b>Unit 5 Strategic Implementation and Evaluation &amp; Control</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Strategic Implementation Concept,</li> <li>● McKinsey's 7S Framework,</li> <li>● Interdependence of Strategic Formulation and Implementation,</li> <li>● Strategy Activation, Project Implementation and Procedural Implementation, Structural Implementation, Behavioural Implementation, Functional Implementation</li> <li>● Strategic Evaluation &amp; Control, Process, Evaluation and Control Criteria, Control Barriers</li> </ul>	

### **Suggested Reading:**

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

Course	602
Course Title	Financial Institutions and Markets
Credit	4
Teaching per Week	4
Review / Revision	June, 2022
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	<ul style="list-style-type: none"> <li>• Awareness among students about the Indian Financial System and how it affects the economic growth of the country.</li> </ul>
Course Objective	<ul style="list-style-type: none"> <li>• To develop a deeper understanding of why certain markets and institutions exist, how they create economic value.</li> <li>• To acquaint students about Financial System, financial services and different financial intermediaries this plays important roles in functioning of economy</li> </ul>
Course Outcome	<ul style="list-style-type: none"> <li>• The course will enable students to understand the role of financial markets and the nature of major securities traded in financial markets. Moreover, they will gain insights into how to make use of financial markets to create value under uncertainty.</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Financial Institutions</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Financial System, Financial System and Economic Development,</li> <li>• Financial Sector reforms (Brief Overview),</li> <li>• Financial inclusion (Meaning) Regulatory and Promotional Institutions: Functions and Role of RBI, The Role and Functions of SEBI</li> </ul>	
<b>Unit 2 The Banking and Non-Banking Financial Institutions</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• The public and private sectors, structure of bank,</li> <li>• Commercial and Co-operative Banks,</li> <li>• Non-Banking Financial Institutions,</li> <li>• Insurance Companies - Role of IRDA, Merchant Banking - Meaning &amp; its services, Small Savings:- Meaning &amp; Instruments</li> </ul>	
<b>Unit 3 Financial Markets</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Call Money Market - Operation in call money market, transactions and participants, advantages and limitations.</li> <li>• Government Securities Market, Treasury Bills Market, Commercial Bills Market, Commercial Paper and Certificates of Deposits,</li> <li>• Securities Markets - Organization and Structure, Listing, Trading and Settlement,</li> <li>• SEBI and Regulations of Primary and Secondary Markets.</li> </ul>	
<b>Unit 4 Debt Market</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>• Introduction and meaning, Market for Debt Securities in India,</li> <li>• Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds,</li> <li>• Credit Rating: Meaning, Names of Rating agency, Credit rating process</li> </ul>	

**Suggested Reading:**

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

**Veer Narmad South Gujarat University**  
**FSE-3: 603 - Investment and Portfolio Management**  
**(Finance Elective Group)**

<b>Course</b>	FSE-3: 603
<b>Course Title</b>	Investment and Portfolio Management
<b>Credit</b>	4
<b>Teaching per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>● To make students aware about various concepts and models that help in making investment decisions and designing optimum investment portfolio.</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>● To develop a concrete understanding of the theory and practice of investment management.</li> <li>● To get the students familiar with the different investment avenues and management of investments.</li> <li>● To develop the skills for the portfolio constructions, evaluation and investment advisory</li> </ul>
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>● Students will develop essential skills of portfolio management and personal investing.</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Introduction to Investment</b>	<b>(15%)</b>
<ul style="list-style-type: none"> <li>● Basic Concept, objectives and characteristics of investment,</li> <li>● Investment vs. speculation and Gambling,</li> <li>● Investment decision making Process,</li> <li>● Different investment alternatives and their risk &amp; return profile</li> </ul>	
<b>Unit 2 Operations of Indian Stock Market</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Basics of Stock Market, New issue market: IPO, Book building procedure, listing of securities,</li> <li>● Secondary market: Types of brokers, types of orders, mechanics of investing,</li> <li>● Basic objectives and functions: SEBI, NSE, BSE, NSDL</li> </ul>	
<b>Unit 3 Security Analysis</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Methods of security analysis: Basic theory of Technical Analysis (RSI, MACD),</li> <li>● Fundamental Analysis (Economic, Industry and Company)</li> </ul>	
<b>Unit 4 Introduction to Portfolio Management</b>	<b>(25%)</b>
<ul style="list-style-type: none"> <li>● Meaning of portfolio and portfolio management,</li> <li>● Concept of Diversification and Portfolio management process,</li> <li>● Portfolio Analysis and evaluation: Markowitz Model, Sharpe Single Index Model, Capital Assets Pricing Model (Theory &amp; Examples)</li> </ul>	
<b>Unit 5 Mutual Fund – An Investment Avenue</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Concept, types and benefits of mutual funds, NAV, Entry and Exit load, risk in mutual funds, Flow chart of mutual fund, AMCs,</li> <li>● Basics of Exchange Traded Funds (ETFs) and overview on Systematic Investment Plan(SIP)</li> </ul>	

**Suggested Reading:**

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

<b>Course</b>	FSE-4: 604
<b>Course Title</b>	International Financial Management
<b>Credit</b>	4
<b>Teaching per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>Acquaint students with the fundamental concepts of international finance and exchange rate systems and also the tools and techniques and strategies to make international finance – related decisions</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To acquaint the students with the Multinational financial system, instruments used in International Finance, short term financing related decision.</li> <li>Familiarize students with international financial transactions and Operational aspects of foreign exchange markets.</li> </ul>
<b>Course Outcome</b>	<p>The students will be able</p> <ul style="list-style-type: none"> <li>To understand the international financial environment, international financial markets and international financial agencies; and how they affect multinational operations.</li> <li>To explain exchange rate determination, and explain how firms can manage exchange rate risk and capitalize on anticipated exchange rate movements</li> <li>To Evaluate different risks associated in foreign exchange market and identify their impact on foreign exchange transactions to the stake holders</li> <li>To Develop understanding about the various documents required in international trade and its mechanisms</li> </ul>

**Course Content**

<b>Unit 1 International Finance- Overview</b>	<b>(30%)</b>
<ul style="list-style-type: none"> <li>International Monetary system, reasons to pursue international business, how firm engage in international business,</li> <li>Balance of Payments, International Parity Relationship ( Theory)</li> <li>Foreign exchange market: History, Transactions, Quotations and their interpretation, brief idea about International Banking and Money Market, brief idea about International Bond Market, LIBOR, brief idea about International Equity Markets</li> </ul>	
<b>Unit 2 International Trade Financing</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>Payment terms in international trade,</li> <li>Documents in international trade,</li> <li>Financing techniques in international trade,</li> <li>Government sources of export financing in Indian context ie EXIM Bank of india</li> <li>Concept of parallel loans</li> </ul>	
<b>Unit 3 Short Term Financing</b>	<b>(20%)</b>



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

**Unit 4 Long Term Assets and Liability Management**

**(30%)**

- Direct Foreign Investment: Motives, benefits and host government views, Barriers,
- Multinational Capital budgeting: Inputs and factors
- International Acquisitions: Background, Models for valuing target, factors affecting cash flow determination of target, valuation process

**Suggested Reading:**

1. Madura J. International Financial Management, Asian Books Pvt Ltd, NewDelhi.
2. Shapiro, Alan C. Multinational Financial Management, Prentice hall of India, New Delhi,1995.
3. Bhalla, V.K. International Financial Management, Anmol publication, NewDelhi.
4. Buckley Adrian, Multinational Finance, Prentice hall of India, New Delhi,1996.
5. Abdullah, F.A. Financial Management of the Multinational Firms, Englewood Cliffs, New Jersey,1987.
6. Eun&Resnick (2008). International Financial Management, latest edition, Tata McGraw Hill, NewDelhi.
7. Sharan V. (2012). International Financial Management, Sixth edition, PHI Learning, NewDelhi.
8. Siddieh. International Financial Management, PHI
9. P. G. Apte. International Financial Management, PHI
10. O. P. Agrawal, International Financial Management, Himalaya Publication

**Veer Narmad South Gujarat University**  
**MSE-3: 603 - Consumer Behaviour**  
**(Marketing Elective Group)**

<b>Course</b>	MSE-3: 603
<b>Course Title</b>	Consumer Behaviour
<b>Credit</b>	4
<b>Teaching per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	To enable students to understand consumer behaviour in an informed and systematic way and to design and evaluate the marketing strategies based on fundamentals of Consumer buying Behaviour.
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>● To orient the students with consumer behaviour and its determinants.</li> <li>● To understand consumer decisions and its determining factors.</li> </ul>
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>● Demonstrate how knowledge of consumer behaviour can be applied to marketing.</li> <li>● Identify and explain factors which influence consumer behaviour.</li> <li>● Design and evaluate marketing Strategies.</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Introduction to Consumer Behaviour (20%)</b> <ul style="list-style-type: none"> <li>● Nature and scope of consumer behaviour</li> <li>● Consumer Decision Making: four views of consumer decision making Economic man, Cognitive man, Emotional man, Passive man</li> <li>● Consumer Decision process, Factors influencing consumer decision making process,</li> <li>● Comprehensive models of consumer decision making: Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model.</li> </ul>	
<b>Unit 2 Consumer Learning (20%)</b> <ul style="list-style-type: none"> <li>● Element of learning process</li> <li>● Types of Learning Process</li> <li>● Classical Conditioning Theory</li> <li>● Operant / Instrumental Conditioning Theory</li> <li>● Cognitive Dissonance Theory</li> <li>● Consumer Memory</li> </ul>	
<b>Unit 3 Consumer Attitudes Models (20%)</b> <ul style="list-style-type: none"> <li>● What are attitudes, Attitude formation</li> <li>● Tri-component attitude model</li> <li>● Multi-attribute model</li> </ul>	
<b>Unit 4 Social Class and Culture (20%)</b> <ul style="list-style-type: none"> <li>● Meaning of Social Stratification and Social Class, Nature of Social Class Influences,</li> <li>● Social Class Characteristics, Social Influence on Consumer Behaviour</li> <li>● Culture (Definitions and Meanings) -Traditional and Changing Indian Values, Sub Culture, Cross Cultural Marketing Analysis</li> </ul>	

**Unit 5 Diffusion of Innovation****(20%)**

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

**Suggested Reading:**

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 McGrawHill.
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 McGrawHill,
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)**

<b>Course</b>	MSE-4: 604
<b>Course Title</b>	Personal Selling and Sales Force Management
<b>Credit</b>	4
<b>Teaching per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	To ensure students have in-depth knowledge of personal selling and sales force management.
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>● To acquaint students in-depth understanding of sales related aspects of marketing.</li> <li>● To acquaint the students with the concepts, tools and techniques of sales and distribution management in Indian context.</li> <li>● It will also expose the students with the latest practices in sales field</li> </ul>
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>● Recognize different types of personal selling.</li> <li>● Describe the stages in the personal selling process.</li> <li>● Specify the functions and tasks in the sales management process.</li> <li>● Determine whether a firm should use manufacturer's representatives or a company sales force and the number of people needed in a company's sales force.</li> <li>● Understand how firms recruit, select, train, motivate, compensate, and evaluate salespeople.</li> <li>● Describe recent applications of sales force automation.</li> </ul>
<b>Course Content</b>	
<b>Unit 1 Personal Selling</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Evolution of sales department,</li> <li>● Sales executive as coordinator,</li> <li>● Theories of Selling, Objectives of Personal Selling,</li> <li>● Process of Personal Selling - Prospecting, Sales presentations, Objection handling, Closing the sales and post sales activities, Relationship selling</li> </ul>	
<b>Unit 2 Sales Force Management</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Recruitment and selection of sales force,</li> <li>● Training of sales force,</li> <li>● Motivating and compensating sales force,</li> <li>● Controlling the sales force,</li> <li>● Designing sales territories, Sales quotas, Sales organization structure</li> </ul>	

<b>Unit 3 Negotiation</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Bargaining strategies (Distributive Bargaining, Interactive bargaining),</li> <li>● Negotiation process,</li> <li>● Individual differences in negotiation effectiveness,</li> <li>● Third party Negotiation,</li> <li>● Global Implications, Cultural Differences in Negotiations</li> </ul>	
<b>Unit 4 Targets and Sales Management</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Objectives of using targets,</li> <li>● Types of targets and target setting procedures,</li> <li>● Administering target setting procedure</li> </ul>	
<b>Unit 5 Sales Territories</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>● Reasons for establishing sales territories,</li> <li>● Process for setting up or revising sales territories</li> </ul>	

### **Suggested Reading:**

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, Excel Books.
4. Organisational Behaviour - Stephen Robbins, Timothy Judge and Seema Sanghi, Pearson education (For chapter on Negotiation)

**Veer Narmad South Gujarat University**  
**HSE-3: 603 - Performance and Compensation Management**  
**(HRM Elective Group)**

<b>Course</b>	HSE-3: 603
<b>Course Title</b>	Performance and Compensation Management
<b>Credit</b>	4
<b>Teaching per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>● This course covers two important organisational human resource management activities: performance management and compensation management. Students will learn how organisations develop effective performance management and compensation management systems to achieve organisational goals.</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>● To provide in-depth knowledge about Compensation and Performance management.</li> <li>● The course will help the students to understand various technicalities regarding compensation and its legislation..</li> </ul>
<b>Course Outcome</b>	<p>Upon completion of this course, the student will be able to</p> <ul style="list-style-type: none"> <li>● Recognize how pay decisions help the organization achieve a competitive advantage.</li> <li>● Analyze, integrate, and apply the knowledge to solve compensation-related problems in organizations.</li> <li>● Design rational and contemporary compensation systems in modern organizations.</li> </ul>
<b>Course Content</b>	
<p><b>Unit 1 Performance Management (20%)</b></p> <ul style="list-style-type: none"> <li>● Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management</li> <li>● Distinction between Performance Appraisal and Performance Management</li> <li>● Objectives of PMS</li> <li>● Principles of PMS</li> <li>● Challenges of PMS</li> <li>● Strategies for effective implementation of PMS.</li> </ul>	
<p><b>Unit 2 Performance Management Cycle (30%)</b></p> <ul style="list-style-type: none"> <li>● Performance Management Cycle (Four Phase)</li> <li>● Performance Planning: Objectives, Importance, Process</li> <li>● Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance monitoring</li> <li>● Performance Developing: Performance Coaching and Counselling.</li> <li>● Performance Measurement &amp; Reward: Performance Measurement (360 Degree, Assessment Center, Competency Mapping/Modeling, Balance Score Card and HR Audit), Linking performance and reward.</li> </ul>	

**Unit 3 Compensation and Reward****(30%)**

- Concept and Definition: Wage, Salary, Compensation, Reward.
- Objective of Compensation and Reward Management
- Job Evaluation- Meaning, Process
- Compensation Determination- Factors and Process
- Wage and salary structure- Broad banding and salary progression
- Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites)
- Rewards – Meaning, Classification of Rewards (Intrinsic & Extrinsic)
- Incentives – Definition, Types, Essentials of Effective incentive Plan
- Latest trends in Compensation Management – Cafeteria Compensation Plan, VRS Compensation, Employee Stock Option, Digitized Rewards

**Unit 4 Compensation Management and its relevant Laws****(20%)**

- Payment Of Wages Act,1936
- Minimum Wages Act,1948
- Payment Of Gratuity Act,1972
- Payment of Bonus Act, 1965
- Equal Remuneration Act,1976
- Employees' State Insurance Act,1948
- Employees' P F & Misc Provisions Act,1952
- Maternity Benefits Act,1981

**Suggested Reading:**

1. Human Resource Management by C.B. Gupta (Sultan Chand & Sons)
2. Human Resource Management by S.S. Khanka (S. Chand & Company)
3. Essentials of Human Resource Management and Industrial Relations by P. Subba Rao (Himalaya Publishing House)
4. Human Resource Management by K. Ashwathappa (Tata McGraw Hill)
5. Human Resource Management by L.M. Prasad (Sultan Chand & Sons)
6. Performance Management and Appraisal Systems by T.V. Rao (Sage)
7. Human Resource Management by Gary Dessler (Pearson)
8. Performance Management Systems and Strategies by Dipak Kumar Bhattacharyya (Pearson)
9. Performance Management by Soumendra N Bagchi (Cengage)
10. Performance Management by C Appa Rao (Biztantra - Dreamtech Press)
11. Compensation Management by Mousumi S Bhattacharya and Nilanjan Sengupta (Excel Books)

**Veer Narmad South Gujarat University**  
**HSE-4: 604 - Management of Industrial Relations**  
**(HRM Elective Group)**

<b>Course</b>	HSE-4: 604
<b>Course Title</b>	Management of Industrial Relations
<b>Credit</b>	4
<b>Teaching hours per Week</b>	4
<b>Review / Revision</b>	June, 2022
<b>Minimum weeks / Semester</b>	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
<b>Medium of Instruction</b>	English
<b>Purpose of Course</b>	<ul style="list-style-type: none"> <li>• The main objective of this course is to introduce students to the theories, institutions and practices of Industrial Relations.</li> </ul>
<b>Course Objective</b>	<ul style="list-style-type: none"> <li>• The subject will give basic understanding about the relationship between the three participants in Industrial Relations - Employer, Employee and Government.</li> <li>• The subject will enable the students to understand Employee Discipline and Grievance procedures and various aspects of Industrial conflicts.</li> <li>• The students will also get exposed towards the Organisational Health and Safety Issues and its legislative matters.</li> </ul>
<b>Course Outcome</b>	<ul style="list-style-type: none"> <li>• The students will be able to connect various issues of IR with management and its implications.</li> </ul>
<b>Course Content</b>	
<b>Unit 1: Industrial Relations</b>	<b>(20%)</b>
<ul style="list-style-type: none"> <li>• Meaning, Objectives and Importance of Industrial Relations</li> <li>• Parties to Industrial Relations</li> <li>• Approaches to Industrial Relations</li> <li>• Conditions for good Industrial Relations</li> <li>• Industrial Relations in India- History, Present and Future</li> </ul>	
<b>Unit 2: Employee Discipline and Grievance Management</b>	<b>(30%)</b>
<ul style="list-style-type: none"> <li>• Discipline – Meaning, Types</li> <li>• Causes of Indiscipline</li> <li>• Preventive Measures for Discipline</li> <li>• Disciplinary Action - Guidelines, Hot Stove Rule, Procedure</li> <li>• Punishment - Types, Progressive Penal System, Employee’s right to challenge punishment</li> <li>• Code of Discipline</li> <li>• Grievance Management: Meaning, Causes, identification</li> <li>• Grievance procedure</li> <li>• Features of Good Grievance procedure</li> </ul>	



**Unit 3: Industrial Dispute****(20%)**

- Introduction and Definition
- Causes of Industrial Dispute
- Types of Industrial Dispute - Strikes and Lockout
- Prevention of Industrial Dispute (Collective Bargaining, Grievance Procedure, Standing Order, Counselling, Labour Welfare Officer, Bi-partite and Tri-partite Bodies)
- Settlement of Industrial Dispute - Conciliation, Arbitration and Adjudication

**Unit 4: Industrial Health & Safety****(30%)**

- Meaning, Definition and Importance of Industrial Health
- Occupational Hazards (Chemical, Biological, Environmental and Psychological Hazards)
- Occupational Diseases – Meaning, Protection against Occupational Diseases (Preventive Measures & Curative Measures)
- Statutory Provisions to maintain Health & Safety (as per Factories Act, 1948)
- Accidents – Introduction, Definitions (Accident, Industrial Injury, Disablement, Personal Injury, Accident Proneness), Causes of Accidents (Intrinsic, Extrinsic, Personal & Exogenous), Cost of Accidents (Direct & Indirect), Accident Prevention (3E's Approach)
- Absenteeism – Concept, Definition, Causes (Organisational, Environmental & Personality Factors), Remedial Measures for Reducing Absenteeism (Organisational, Environmental and Personal)
- Turnover – Meaning, Reasons and Remedial Measures

**Suggested Reading:**

- 1) Human Resource Management by **S.S. Khanka** (S. Chand & Company)
- 2) Essentials of Human Resource Management and Industrial Relations by **P. Subba Rao** (Himalaya Publishing House)
- 3) Human Resource Management by **L.M. Prasad** (Sultan Chand & Sons)
- 4) Personnel Management and Industrial Relations by **N.G. Nair** and **Latha Nair** (S. Chand & Company)
- 5) Human Resource Management by **C.B. Gupta** (Sultan Chand & Sons)
- 6) Human Resource Management by **K. Ashwathappa** (Tata McGraw Hill)
- 7) Dynamics of Industrial Relations by **C.B. Mamoria**, **Satish Mamoria** and **S.V. Gankar** (Himalaya Publishing House)

## **605 – Project Work**

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

**Credit - 8**

**(Effective from Academic Session 2022-23)**

#### **1. OBJECTIVE:**

The objective of the study paper is to help the students to develop ability to apply multidisciplinary 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 PROJECT REPORT:**

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 organizational efficiency.
- 2.3** Field study for functional / behavioural findings based on data collection and Data analysis.

#### **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 in management.
- 2.** Professionals in the relevant area holding degree/diploma in management and allied discipline.

#### **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.

#### **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 report must a full length summary of the research work undertaken by the student, 1.5 spaced typed A4 sized pages, with proper format pages, list of contents, graphs and tables, bibliography and appendix.

2.The report must adequately explain the research methodology adopted and the directions for future research.

3.The report should also contain - Approved 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. FINAL DECISION:**

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