



Re-Accredited 'B++' 2.86 CGPA by NAAC

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 :-

યુનિવર્સિટી સંલગ્ન તમામ બી.બી.એ. કોલેજોનાં આચાર્યશ્રીઓને જણાવવાનું કે, NEP-2020 અંતર્ગત શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી અમલમાં આવનાર B.B.A. 4th Year (Honor's) Sem.-7 & 8 ના અભ્યાસક્રમ બિઝનેસ એન્ડ મેનેજમેન્ટ સ્ટડીઝ વિષયની અભ્યાસ સમિતિની તા.૧૫/૧૧/૨૦૨૫ની સભાના ઠરાવ ક્રમાંક:૦૩ થી કરેલ ભલામણને મેનેજમેન્ટ વિદ્યાશાખાનાં અધ્યક્ષશ્રીએ મેનેજમેન્ટ વિદ્યાશાખાની મંજૂરીની અપેક્ષાએ વિદ્યાશાખા વતી મંજૂર કરી એકેડેમિક કાઉન્સિલને કરેલ ભલામણને એકેડેમિક કાઉન્સિલની તા.૨૪/૧૨/૨૦૨૪ ની સભાનાં ઠરાવ ક્રમાંક:૩૫૩ અન્વયે માન. કુલપતિશ્રીને આપેલ સત્તા અંતર્ગત માનનીય કુલપતિશ્રી ધ્વારા મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

બિડાણ: ઉપર મુજબ

ક્રમાંક:ઓથો./પરિપત્ર/સિલેબસ/૭૬૯૧/૨૦૨૬

તા.૧૭-૦૪-૨૦૨૬


કુલસચિવ ધરા

પ્રતિ,

- ૧) યુનિવર્સિટી સંલગ્ન તમામ બી.બી.એ. કોલેજોનાં આચાર્યશ્રીઓ.
.....આપશ્રીની કોલેજના સંબંધિત શિક્ષકોને જાણ કરી અમલ કરવા સારું.
- ૨) ડીનશ્રી, મેનેજમેન્ટ વિદ્યાશાખા.
- ૩) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.
.....તરફ જાણ તેમજ અમલ સારું.

Veer Narmad South Gujarat University, Surat BBA Honors (Sem 7)

STRUCTURE FOR ERP

PROGRAM NAME : BBA (Honors)

SEMESTER : VII

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total	
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR		
MAJOR	CC701	Academic Writing	Academic Writing	400	4		2		4		50		50		100	
MAJOR	CC702	Personal Finance	Personal Finance	400	4		2		4		50		50		100	
	CC702	Talent Acquisition	Talent Acquisition	400	4		2		4		50		50		100	
	CC702	Human Resource Specialisation														
	CC702	Retail Management	Retail Management	400	4		2		4		50		50		100	
	CC702	Marketing Specialisation														
MINOR	CC703	Financial Analysis	Financial Analysis	400	4		2		4		50		50		100	
	CC703	Social Processes and Behavioural Issues	Social Processes and Behavioural Issues	400	4		2		4		50		50		100	
	CC703	Human Resource Specialisation														
	CC703	Service Management	Service Management	400	4		2		4		50		50		100	
	CC703	Marketing Specialisation														
MINOR	CC704	Corporate Restructuring	Corporate Restructuring	400	4		2		4		50		50		100	
	CC704	Labour Legislations in India	Labour Legislations in India	400	4		2		4		50		50		100	
	CC704	Human Resource Specialisation														
	CC704	Fundamentals of Digital Marketing	Fundamentals of Digital Marketing	400	4		2		4		50		50		100	
	CC704	Marketing Specialisation														
OJT	OJT-1	OJT	OJT	400	6						75		75		150	
Total					22				22							

Subject Code [2608000707011001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VII
Course Type	Major
Credit	4
Course Code	CC701
Course Level	400
Course Title	Academic Writing
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The purpose of this course is to develop students' academic writing competency by enabling them to understand, produce, and communicate scholarly content in the academic domain, including research papers, literature reviews, proposals, and thesis, in accordance with professional and academic standards.
Course Objective	Academic Writing focuses on the academic skills and basic elements of academic writing. The purpose of this course is to increase students' agency as writers by acquiring both the theoretical knowledge and practical skills necessary to produce texts for the interdisciplinary academic discourses.
Course Outcome	CO1 To differentiate between various kind of academic writings. CO2 To practice the basic skills of performing quality literature review. CO3 To help students for the basic skills of research paper, review paper, book review and thesis writing. CO4 To target the research work to suitable journal and communicate for publication and publishing electronically. CO5 To help students to write Quality Research Paper, Abstract, Review Paper, Book review, Research Proposal and Thesis.

COURSE CONTENT

1. Scientific Writing and Research Process (20%)

- Scientific Writing
- Various terms used in Academic Research
- Types of Academic Writing
- Importance of Good Academic Writing in Various Academic Works
- Overview of Research Process and Concept of Research Paper
- Structure of Research Paper

2. Drafting a Research Paper (30%)

- How to prepare the Title
- How to Prepare the Abstract
- Writing Introductions
- How to write Methods
- Writing the Results and Discussion
- Acknowledging the Academic Debts through Acknowledgements and references

3. Practical Implications of Academic Writing (25%)

- Sample Papers
- Submission of Manuscript: Where and How
- How to give Oral Presentation
- How to write a review paper
- How to write a book review

4. Research Proposal and Thesis Writing (25%)

- Developing Research Proposal
- Writing Thesis
- The future of Electronic Publishing
- Examples of Research Proposal and Thesis (One- One each)

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓	✓	✓	
CO2	✓			✓		
CO3	✓	✓	✓	✓		
CO4		✓			✓	✓
CO5	✓	✓	✓	✓	✓	✓

References:

1. Washid Mohammad. (2002). *Creating Outstanding Term Paper*, Excel Publication, ISBN- 978-8187495253.
2. Monippally M., Pawar, Badrinarayan S. (2008). *Academic Writing- A guide for Management students and Researchers, 1st Edition*, Sage Publication Pvt. Ltd. , ISBN- 978-8132104414.
3. Oliver Paul. (2008). *Writing your Thesis*, Vistaar Publications, New Delhi
4. Jayaprakash, Sajitha. (2011), *Technical Writing*, Himalaya Publishing House, ISBN- 978-8183189859.

Subject Code [2608000707022001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	Major- Finance Specialisation
Credit	4
Course Code	CC702
Course Level	400
Course Title	Personal Finance
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The course aims to empower the student with the knowledge to prepare a financial plan for oneself and one's client
Course Objective	To facilitate the student to get knowledge about various financial options for investment To develop the skills in the student to design a financial plan commensurate with the goals and objectives and risk appetite of the individual
Course Outcome	The student will be able CO1- To grasp the importance of financial planning for an individual CO2- To help student to understand various facets of investment planning, insurance, retirement planning CO3- To be able to design an optimum financial plan for an individual

COURSE CONTENT

Unit-1: Introduction to Financial Planning	25%
<ul style="list-style-type: none"> • Financial goals • Steps in financial planning • Savings : Concept and benefits • Investment : Concept, differences between savings and investment • Spendings : Concept and management of spendings, financial discipline • Digital Payment Methods: Banking cards, AEPS, UPI, Mobile Wallets, Banks Pre-paid cards, Point of sale, Internet Banking, Mobile Banking, Micro ATMs • Time value of money : Concept • Types of loans: Personal, Education, Car, Home; Need, eligibility, procedure of acquiring such loans, building a good credit reputation • Cyber crime in banking: Types of cyber crimes, reasons and precautions to be taken by an individual 	
Unit-2: Personal Tax Planning	25%
<ul style="list-style-type: none"> • Tax structure in India for personal taxation • Exemptions and Deductions for individuals • Steps of Personal tax planning • Tax Avoidance vs. Tax evasion 	
Unit-3: Insurance and Retirement Planning	25%
<ul style="list-style-type: none"> • Insurance Need and importance of insurance; Life (for oneself and for children), Health, Disability, Property, Motor Vehicle Insurance; Can insurance be considered as an investment option? • Retirement planning goals, process of retirement planning, Pension plans in India, Reverse Mortgage 	
Unit-4: Investment Planning	25%
<ul style="list-style-type: none"> • Concept and need of investment, • Discovering one's investment philosophy • Strategies to increase net worth • Investing with different organizations i.e. banks, post-offices companies etc • Identifying the kinds of investment one wants to make i.e. short, medium, long-term • Risk-return profile of the asset classes • Portfolio : Meaning and Construction • Diversification 	

Mapping between COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓		✓		
CO2	✓		✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. Introduction to Financial Planning-Indian Institute of Banking and Finance (latest edition)
2. Financial Planning : A Ready Reckoner, Sinha, Madhu., McGraw Hill (latest edition)
3. Personal Finance, Jack R.Kapoor, Les R Dlabay, Robert J.Hughes, McGraw Hill Higher Education (latest edition)
4. Investment Analysis and Portfolio Management, Prasanna Chandra, Tata McGraw Hill (latest edition)
5. Taxman's Direct Taxes: Planning and Management, V.K.Singhania, Taxman (latest edition)
6. <http://cashlessindia.gov.in>
7. Business newspapers, journals and magazines

Subject Code [2608000707022002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	Major- Human Resource Specialisation
Credit	4
Course Code	CC702
Course Level	400
Course Title	Talent Acquisition
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To advance knowledge and skills pertaining to talent acquisition among students.
Course Objective	The objective is to familiarise the students with concepts, principles and procedure of Talent Acquisition. To give an in-depth insight into various aspects of talent acquisition and make them acquainted with practical aspect of recruitment and selection of personnel.
Course Outcome	CO1 – Understand HR functions pertaining to talent acquisition. CO2 – Identify the skills and knowledge required for conducting full and fair recruitment and selection. CO3 – Execute systematic recruitment and selection processes that promote ethical and unbiased hiring.

COURSE CONTENT

Unit 1: Introduction to Talent Acquisition (20%)

- Concept and Meaning- Talent, Talent Acquisition and Talent Management
- Difference between Talent Acquisition and Talent Management
- Talent Acquisition Process
- Talent Acquisition Strategies
- Evaluating Talent Acquisition (Talent Acquisition Metrics)

Unit 2: Recruitment (30%)

- Concept and Meaning
- Difference between Recruitment and Talent Acquisition
- Importance of Recruitment
- Factors affecting Recruitment
- Recruitment Process
- Internal Recruitment- Methods, Benefits and Challenges
- External Recruitment- Methods, Benefits and Challenges
- Modern Techniques of Recruitment
- Evaluation of Recruitment

Unit 3: Employee Selection (25%)

- Concept and Meaning
- Factors affecting Selection
- Criteria of Selection
- Process of Selection
- Selection Errors: Types, Consequences and Remedies
- Placement: Meaning and Process
- Induction & Socialization: Meaning, Significance and Process

Unit 4: Assessment Tools and Techniques (25%)

- Selection Test: Meaning, Objectives, Types (Ability and Personality Test), Shortcomings of Test and Guidelines for Effective Test (Administration of test, Test score interpretation, and validity reliability measures)
- Selection Interview: Meaning, Objectives, Types, Limitation and Guidelines for effective interview
- Simulation: Meaning, Objectives, Types of simulations, Designing and implementation.

Mapping between COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			✓
CO2	✓	✓	✓	✓		✓
CO3	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons
2. Dessler, G: Human Resource Management, Pearson
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson
6. Carrie A. Picardi: Recruitment and Selection, Sage Publication
7. Vaneeta Raney: Recruitment and Selection, Himalaya Publishing House
8. Deepak Kumar Bhattacharyya: Recruitment and Selection Theory and practices, Cengage Learning
9. P. Subba Rao: Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House

Subject Code [2608000707022003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	Major- Marketing Specialisation
Credit	4
Course Code	CC702
Course Level	400
Course Title	RETAIL MANAGEMENT
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To advance knowledge and skills pertaining to talent acquisition among students.
Course Objective	To explain students about concept of retailing and retailing environment in India. To provide knowledge to the students with existing and emerging retail formats in India.
Course Outcome	CO1 – Understand the principles and development of retailing in India. CO2 – Apply merchandise planning and category management in retail operations. CO3 – Analyse and implement retail pricing strategies suitable for various retail formats and consumer behaviours. CO4 – Understand store layout and design concepts to enhance customer experience. CO5 – Evaluate retail strategies and branding in various retail environments

References

1. Pradhan, Swapna, Retailing Management: Text & Cases, Tata-McGraw Hill, New Delhi.
2. **Levy, Michael and Barton A. Weitz, Retailing Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.**
3. Berman, Berry and Evans, 9th edition, Retail Management: A Strategic Approach, Pearson Education
4. Nair, Suja, R., Retail Management, Himalaya Publishing House, Mumbai.
5. Sinha, P. K. and D. P. Uniyal, Managing Retailing, Oxford University Press
6. Stern – El- Ansary Channel Management, Prentice-Hall ltd.
7. Sidhpuria M.V. Retail Franchising, Tata McGraw Hill, New Delhi
8. Gibson G. Vedamani Retail Management, Jaico Publishing House Bajaj C., Tuli R., and Srivastava N.V. Retail Management, Oxford University

VEER NARMAD SOUTH GUJARAT UNIVERSITY
Bachelor of Business Administration (BBA)
FOR BBA (HONOURS) SEMESTER – VII

Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	MINOR- Finance Specialisation
Credit	4
Course Code	CC703
Course Level	400
Course Title	Financial Analysis
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To Provide Financial Analysis knowledge to students from a company's point of view when making financial decisions and also from an investor's point of view when making investment decisions in the capital market.
Course Objective	To equip students with basic tenets of financial analysis for decision-making by analyzing and interpreting the financial strength and weakness of business.
Course Outcome	CO1 – Evaluate the applicability of financial analysis concepts to managerial decisions and corporate capital structure. CO2 – Interpret financial statements for fundamental analysis prior to investment decisions from an investor's perspective. CO3 – Analyse complexities within financial statements in practical business language for decision-making purposes. CO4 – Evaluate how various methods of financial analysis integrate in identifying and solving business-related financial issues

Course Content	
Unit 1: Introduction to Financial Statement Analysis	(10%)
Meaning and Objectives of Financial Statement Analysis. Sources of Information for Financial Analysis, Uses of Financial Analysis from Company and Investor's Point of view. Limitations of Financial Statement Analysis, Methods of Financial Statement Analysis (Brief Introduction)	
Unit 2: Interpretation of Financial Ratios	(30%)
<ul style="list-style-type: none"> • Meaning and Objectives of Ratio Analysis, Classifications of Financial Ratios • Financial decision making based on Interpretation of Financial Ratios: <p>Liquidity Ratios- Current Ratio, Liquid Ratio Solvency/Leverage Ratios- Debt-Equity Ratio, Capital Gearing Ratio, Interest Coverage Ratio, Debt Service Coverage Ratio, Proprietary Ratio, Long Term Funds to Fixed Assets Ratio Efficiency Ratios – Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratios, Operating Ratio Profitability Ratios- Gross Profit Ratio, Net Profit Ratio, Return on Capital Employed, Return on Equity Shareholder's Fund, Earning Per Share, Price to Earnings Ratio.</p> <p>(Financial decision making based on Interpretation of given calculated ratios for Inter Firm Comparison and Historical Comparison),</p> <ul style="list-style-type: none"> • Du Pont Analysis 	
Unit 3: Fund Flow Analysis	(30%)
Meaning and Uses of Fund Flow Analysis, Numeric on Preparation of Statement showing changes in Working Capital, Fund From Operations, Preparation of Fund Flow Statement (including additional information).	
Unit 4: Cash Flow Analysis	(30%)
Meaning and Uses of Cash Flow Analysis, Cash flow Analysis vs. Fund Flow Analysis, Numeric on Calculation of Operating, Financing and Investing Cash Flows, Cash From Operations, Preparation of Cash Flow Statement.	

Mapping between COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓		✓		
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Suggested Readings:

- Financial Statement Analysis – Martin S. Fridson, Wiley Pub. House
- Financial Statement Analysis – K. R. Subramanyam, Mc Graw Hill.
- Management Accounting – R.S.N. Pillai, Bagavathi, S. Chand.
- Management Accounting & Financial Control - S. N. Maheshwari Sultan Chand & Co., New Delhi.
- Jain, P.K. and M.Y. Khan. (2007) Financial Management, 6th Edition. New Delhi: Tata McGraw-Hill Publishing Company Limited.
- Cost and Management Accounting – M.N.Arora, Himalaya Pub. House
- P.C. Tulsian, Financial Management – S. Chand Publication

Subject Code [2608000707033002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	MINOR- Human Resource Specialisation
Credit	4
Course Code	CC703
Course Level	400
Course Title	Social Processes and Behavioural Issues
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To give an overview of important social processes and behavioural issues faced by present day organisation.
Course Objective	The objective of this course is to help the students to develop an understanding of the concept & techniques of leadership, stress and stress management, employee counselling and work life balance.
Course Outcome	To develop insight into various theories and styles of leadership. To understand stress and device mechanisms to cope with stress. To comprehend employee counselling its need and essentials. To understand the concept of work life balance and device interventions for achieving work life balance.

Course Content

Unit 1: Leadership (25%)

- Leadership: Concept and meaning, characteristics, importance
- Theories of Leadership: Trait Theory, Behavioural Theory, Contingency Theory, Managerial Grid and LMX theory
- Leadership styles:
Behavioural Approach (Power Orientation, Leadership as Continuum, Employee-production Orientation, Likert's Management System, Managerial Grid and Tri- Dimensional Grid)
Situational Approach (Fiedler's Contingency Model, Hersey and Blanchard's Situational Model, Path- Goal Model and Political Leadership Model)

Unit 2: Stress and Stress Management (25%)

- Stress: Concept and Meaning, Types, Sources, Symptoms, Effect (Positive and Negative)
- Stress Management: Concept and Meaning, Role of HR in Stress Management
- Strategies of Stress Management:
 1. Physical Mechanisms (Relaxation Techniques, Meditation, Yoga, Mindfulness, Biofeedback)
 2. Cognitive Techniques (Cognitive Restructuring, Time Management)
 3. Skill Based Techniques (Effective Communication, Self-Awareness, Problem Solving, Emotional Intelligence, Conflict Resolution)

Unit 3: Counselling (25%)

- Counselling: Meaning and Characteristics
- Objective of employee Counselling
- Antecedents of employee counselling
- Counselling Functions
- Types of Counselling
- Who can become a Counsellor?
- Skills & techniques required by Counsellor

Unit 4: Work Life Balance (25%)

- Work Life Balance: Meaning, Concept and Characteristics
- Evolution of Work Life Balance
- Managing Diversity and Inclusion, Demographic Changes, WLB and Gender
- Work Life Balance and Dual Careers
- Work Life balance in 21st Century

Mapping between COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons
2. Dessler, G: Human Resource Management, Pearson
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson
6. Kumar Anita: Social Psychology- Himalaya Publishing House
7. Saxena Sanjay & Purnima Awasthi: Leadership, PHI Learning Pvt. Ltd.

Subject Code [2608000707033003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	MINOR- Marketing Specialisation
Credit	4
Course Code	CC703
Course Level	400
Course Title	SERVICE MANAGEMENT
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To advance knowledge and skills pertaining to talent acquisition among students.
Course Objective	To understand importance of demand and supply management concepts related to various services. To understand contributing factors affecting Service Quality and productivity. To make students to expose to factors contributing to service quality, customer loyalty and impact of customer satisfaction to Loyalty.
Course Outcome	CO1 – Understand and apply frameworks of service quality measurement and service productivity. CO2 – Manage and optimize demand, supply and capacity in service environments. CO3 – Develop insights into customer relationship management and loyalty building. CO4 – Understand service development processes and contribute to new service design

COURSE CONTENT	
Unit: 1 Service Quality Management	(25)
Definition & Concept of Service Quality, Measuring Service Quality (Hard Measure & Soft measures), Fishbone Diagram, Pareto analysis, Measuring Service Productivity, Improving Service Productivity, Practical examples of Fishbone diagram and Pareto Analysis	
Unit : 2 Measuring Service Demand and Capacity	(25)
Types of Demand , Demand patterns, Managing fluctuations in Service Demand, Constraints in Service Capacity & Capacity Management, Waiting line (Reason for Waiting Lines & How to Manage Waiting Lines), Various Practical scenarios of Waiting Line.	
Unit: 3 Managing Relationship and Building Loyalty	(30)
Understanding Customer & Firm Relationship, The Wheel of Service Loyalty, Managing Customer Base through effective Tiering of Service, Customer Satisfaction-Loyalty Relationship, Strategies to develop loyalty with Customers. Strategies for reducing customer defections.	
Unit: 4 Service Development and Design	(20)
Types of new Services, New Service Development Process (Business Strategy Review, Developing New Service Strategy, Idea generation, Service Concept Development, Developing Business case, Service Development & testing, Market testing, Commercialization)	

Mapping of COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Reference Books

- Lovelock Christopher, WirtzJochen and Chatterjee Jayanta, Services Marketing: People, Technology, Strategy, Pearson Prentice Hall, Latest Edition
- Zeithaml V. A., Bitner M.J., Gremler D.D., and Pandit A., Services Marketing: Integrating Customer Focus Across the Firm, Tata-McGraw Hill, Latest Edition
- Nargundkar, Rajendra, Servies Marketing: Text and Cases, McGraw Hill, Latest Edition
- R. Srinivasan, Services Marketing, Prentice Hall of India, Latest Edition
- Fitzsimmons J. A. and Fitzsimmons M. J., Service Management: Operations, Strategy, Information Technology, Tata McGraw Hill, Latest Edition

Subject Code [2608000707044002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	MINOR- Finance Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Corporate Restructuring
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	The course aims to facilitate understanding of corporate merger and acquisition activity, forms of restructuring.
Course Objective	To develop an understanding of Mergers and Acquisitions (M&A) as a significant economic activity taking place in today's economy. To inculcate in students, the understanding of financial policy as a subset of corporate strategy and to have an insight into financial decisions.
Course Outcome	CO1: Understand fundamental concepts, motives and forms of corporate restructuring. CO2: Analyse mergers, acquisitions, cross-border M&A and takeover defence strategies. CO3: Evaluate corporate restructuring models such as buy-back, joint ventures, LBOs and ESOPs. CO4: Apply valuation approaches, exchange ratio computation, synergy gain evaluation and financial returns

Course Content	
Unit-1: Introduction to Corporate Restructuring <ul style="list-style-type: none"> • Fundamental concept of corporate restructuring and its different forms • Motives & applications of corporate restructuring • Mergers & acquisitions concept and its process, Economics/Advantages of Mergers • Due diligence in M&A • Cross Border M&A • Take-over and Defense Tactics 	25%
Unit-2: Dimensions of Corporate Restructuring <ul style="list-style-type: none"> • Corporate Restructuring including buy-back of shares & divestiture • Financial Restructuring • Alliances & Joint Ventures • Employee Stock Ownership • Going Private & Leveraged Buyouts 	25%
Unit-3: Valuation Aspects of Corporate Restructuring <ul style="list-style-type: none"> • Methods of payment for M & A and Calculations of exchange ratio • Valuation in M&A • Calculations of financial synergy and return • Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation 	25%
Unit-4: Accounting, Taxation & Legal Aspects of M&A <ul style="list-style-type: none"> • Accounting for Mergers & Demergers • Competition Act for M&A • SEBI's rules & regulations for M&A • Share Buyback guidelines • Tax implications 	25%

Mapping of COs and PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. Mergers & Acquisitions, P. Rajesh Kumar, Tata McGraw- Hill Latest Edition
2. Corporate restructuring, Bhagvandas, Himalaya Latest Edition
3. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition
4. Financial Management, Prasanna Chandra, TATA McGraw Hill, Latest Edition
5. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
6. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
7. Financial Management, I M Pandey, Vikas Publication, Latest Edition
8. Mergers, Acquisitions and business valuation, Excel books, Ravindhar Vadapalli, Latest Edition
9. Restructuring for Growth, John C. Michelson, TATA McGraw Hill, Latest Edition
10. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
11. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VII	
Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	MINOR- Human Resource Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Labour Legislations in India
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To explore contemporary knowledge and gain a conceptual understanding of Industrial Relations and Labour Laws.
Course Objective	<p>To develop an understanding of the framework, evolution, and significance of labour legislations governing employment relations in India.</p> <p>To equip students with knowledge of key labour laws relating to employment, welfare, safety, dispute settlement and compliance requirements.</p> <p>To enable learners to interpret labour legal provisions and apply them in resolving workplace conflicts, protecting labour rights and ensuring lawful HR practices..</p>
Course Outcome	<p>CO1: Demonstrate conceptual understanding of the origin, evolution and purpose of labour laws in India and globally.</p> <p>CO2: Analyse and interpret major employment-related legislations such as Apprentices Act, Employment Exchanges Act, Labour Laws Act, and their applicability in industry settings.</p> <p>CO3: Evaluate labour welfare provisions and workplace regulatory frameworks under major acts such as Factories Act, Shops & Establishment Act and Contract Labour Act.</p> <p>CO4: Apply legal knowledge to resolve industrial disputes, address labour welfare issues, and ensure compliance with laws related to child labour, women protection and industrial relations.</p>

Reference Books:**COURSE CONTENT****1. Introduction (25%)**

- History, Evolution and Purpose of Labour laws in India
- Unfair Practices by Employers, Trade unions and Employees in industries
- International Labour Organizations: History, Objectives and Structure
- Important Authorities under Labour Laws in India (Ministry of Labour and Employment Government of India, Organisation of the Chief Labour Commissioner (CLC), Labour Courts/ Industrial Tribunals)
- List and Classification of labour laws in India
- Labour Legislation across the world (USA, Australia, UK, China, France, etc)

2. Laws related to Employment and Applicability of Labour Legislations (20%)

- Apprentices Act, 1961: Scheme of the Act, Obligations of Employers and Apprentices, Eligibility, Reservation and Duration of Contract, Payment and Termination of Contract, Legal Position of Apprentices, Offers and acceptance of employment, Offences and Penalties
- The Employment Exchanges Act, 1959: Scheme, Application, Notification of vacancies to Employment Exchanges, Employment Exchanges to which vacancies are to be notified, Penalties
- Labour Laws Act, 1988: Scheme and Applicability, Exemption from returns and registers under certain labour laws, Returns and Registers under the Act, Penalties

3. Laws related to Welfare and Conditions of Employment (30%)

- Factories Act, 1948: Scheme, Applicability and Objectives of the act, All important provisions of act, Penalties
- The Shops and Establishment Act, 1954: Scheme and applicability of the act, General provisions, Provisions of Bombay Shops & Establishment Act, 1948
- The Contract Labour Act, 1970

4. Industrial Disputes Act, 1947 and special issues (25%)

- Industrial Disputes Act, 1947: Definition of Disputes, Scheme, applicability and objectives of the act, important provisions of the act, offences and penalties.
- Child Labour (Prohibition and Regulation) Act, 1986 & The Child Labour (Prohibition and Regulation) Rules, 1988
- Women Labour and the Law: Employment opportunities and wage disparity, Guidelines to prevent sexual harassment of working women

Mapping of COs and PSOs

(COs)	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			✓
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

References :

1. Padhi, P. K., *Labour and Industrial Laws*, PHI Learning Pvt. Ltd.
2. Jain, S. P., & Agarwal, S. (1995). *Industrial and Labour Laws*, Dhanpat Rai & Sons, Delhi.
3. Singh, B. D., *Industrial Relations and Labour Laws*, Excel Books.
4. Srivastava, S. C., *Industrial Relations and Labour Laws*, Vikas Publishing House.
5. Roychowdhury, A., *Labour Law Reforms in India: All in the Name of Jobs* (1st ed.), Routledge India. <https://doi.org/10.4324/9781351058872>
6. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf

VEER NARMAD SOUTH GUJARAT UNIVERSITY
Bachelor of Business Administration (BBA)
FOR BBA (HONOURS) SEMESTER – VII

Program Name	BBA (HONOURS)
Semester	SEMESTER-VII
Course Type	MINOR- Marketing Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Fundamentals of Digital Marketing
Credit	Theory : 4
Effective from	June 2026
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To advance knowledge and skills pertaining to Digital Marketing among students.
Course Objective	<ul style="list-style-type: none"> ● To familiarise students with various tools of digital marketing. ● To provide an understanding of various concepts of digital marketing. ● To develop the planning, analytical, and monitoring skills in the area of digital marketing.
Course Outcome	<p>CO1: Understand the basic concepts, role and importance of digital marketing in the modern business environment.</p> <p>CO2: Identify and explain different digital marketing platforms such as websites, search engines, social media, email and mobile applications.</p> <p>CO3: Apply fundamental SEO, SEM and content marketing techniques to improve online presence and visibility of a business.</p> <p>CO4: Develop simple digital marketing plans for products/services including target audience selection, channel choice and content approach.</p> <p>CO5: Use basic digital analytics tools to evaluate website traffic, customer engagement and campaign effectiveness.</p> <p>CO6: Demonstrate the ability to create social media content, run basic advertisements and manage online branding.</p>

COURSE CONTENT	
Unit-1 Introduction to Digital Marketing	(25%)
<p>Types of search engine (Google); Working of Search Engine</p> <p>Search Engine optimization (SEO) – Definition, Importance, Search Engines in digital marketing ecosystem, Methods to do keyword research.</p> <p>Search Engine Marketing (SEM) - Search Engine Marketing for advertisements, Search Engine Marketing strategy, Search Engine Marketing Operation and Auction model, Factors influencing Search Engine Marketing, Pay Per Click Advertising: Introduction.</p> <p>Content Marketing – Definition, Techniques of Content Marketing, Content types and strategies</p>	
Unit-2 Social Media Marketing and E-mail marketing	(25%)
<p>Social Media Definition; Different social media platforms [Facebook, Instagram Twitter, YouTube & LinkedIn (in brief)]; Use of Social Media in Marketing; Opportunities of social media to marketers; Managing digital assets on Social Media Platforms; Spread of electronic Word of Mouth through social media (e WOM).</p> <p>Define email Marketing; Email Marketing and strategy to craft email marketing campaign; Creating email data base and CRM Activities.</p> <p>Define e Commerce and Retailing in Online Space; Advantages of e Commerce Platforms;</p>	
Unit-3 Digital Marketing Strategy	(25%)
<p>Steps of Integrated Marketing Communication; Define Digital Marketing Strategy; List the Decision Making process of customer; Identifying and creating a strategy for Digital Market place; Define 6M Framework and SMART Strategy.</p>	
Unit-4 Digital Analytics and Management	(25%)
<p>Importance of Analytics in digital space; Elements and sources to capture data in online space; Types of tracking mechanism; Experiment with Account Structure of Google Analytics; Conversion Tracker & Digital Engagement Funnel.</p> <p>Key Performance Indicators (KPI) related to AdWords and Display Networks; Sentiment Mining and Textual Analysis; Evaluating the effectiveness of different marketing campaigns in the digital space.</p>	

Mapping of COs and PSOs

(COs)	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓		
CO2	✓	✓	✓	✓	
CO3		✓	✓	✓	✓
CO4		✓	✓	✓	✓
CO5		✓	✓	✓	✓
CO6		✓	✓	✓	✓

REFERENCES

1. Digital Marketing for Dummies by Ryan Deiss and Russ Henneberry, For Dummies.
2. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley Publisher
3. Digital Marketing: Cases from India by Rajendra Nargundkar and Romi Sainy, Notion Press, Inc
4. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Kogan Page Publisher
5. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Publisher Wiley
6. Digital Marketing by Seema Gupta, McGraw Hill Education
7. Fundamentals of Digital Marketing by Punit Singh Bhatia, Pearson

Student are advised to undergo the course on Swayam Portal:

- 1) https://onlinecourses.swyam2.ac.in/cec19_mg23/course

Veer Narmad South Gujarat University, Surat BBA Honors (Sem 8)

STRUCTURE FOR ERP

PROGRAM NAME : BBA (Honors)

SEMESTER : VIII

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total	
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR
MAJOR	CC801	Information Technology Management	Information Technology Management	400	4		2		4		50		50		100	
MAJOR	CC802	Family Business Management	Family Business Management	400	4		2		4		50		50		100	
MINOR	CC803 Finance Specialisation	Financial Derivatives	Financial Derivatives	400	4		2		4		50		50		100	
	CC803 Human Resource Specialisation	Human Resource Maintenance, Separation and Control	Human Resource Maintenance, Separation and Control	400	4		2		4		50		50		100	
	CC803 Marketing Specialisation	Industrial Marketing	Industrial Marketing	400	4		2		4		50		50		100	
MINOR	CC704 Finance Specialisation	Fundamentals of Financial Analytics	Fundamentals of Financial Analytics	400	4		2		4		50		50		100	
	CC704 Human Resource Specialisation	Human Resource Management in Retail and IT Industry	Human Resource Management in Retail and IT Industry	400	4		2		4		50		50		100	
	CC704 Marketing Specialisation	Rural Marketing Management	Rural Marketing Management	400	4		2		4		50		50		100	
OJT	OJT-1	OJT	OJT	400	6						75		75		150	
Total					22				22							

Subject Code [2708000708011002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	Major
Credit	4
Course Code	CC801
Course Level	400
Course Title	Information Technology Management
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	Prepare students to learn and understand Information Technology working environment and its implementation.
Course Objective	<ul style="list-style-type: none">● To improve IT managerial skill of the Students,● To understand working of IT System,● To understand implementation of new technologies,● To learn law related to IT.
Course Outcome	<p>CO1: Understand and apply advanced Open Office tools including spreadsheets, functions, and document automation.</p> <p>CO2: Explain and analyze system development methodologies and the phases of SDLC.</p> <p>CO3: Demonstrate conceptual knowledge of MIS and DSS, their characteristics, components, and business applications.</p> <p>CO4: Evaluate and apply Business Process Reengineering principles and change management strategies.</p> <p>CO5: Understand the legal framework of cyber laws and IT Act 2000 and its applicability in digital environments.</p> <p>CO6: Develop IT managerial competencies required for working in modern business IT environments.</p>

Note - Computer lab practical is recommended for unit - 1 COURSE CONTENT

Unit 1 : Advanced Open Office (10%)

- a. Spreadsheets
 - Managing Tables
 - Advanced Pivot Tables and Charts
 - HLOOKUP and VLOOKUP functions
- b. Word Processing
 - Using mail merge
 - Handling large documents
 - Managing document revisions
 - Using macros

Note - Computer lab practical is recommended for unit - 1

Unit 2 : System Analysis and Design (20%)

- Introduction to System
- Types and Different Phases of System
- System Development Life Cycle (SDLC) and its phases
- Application Development Methodologies and CASE Tools
- Managerial Issues on Software Projects

Unit 3 : Fundamental of Management Information System and Decision Support System (25%)

- Needs & Objectives
- Characteristics of MIS
- Types of MIS and Domain of MIS
- MIS as a Federation of Subsystem
- Establishing MIS
- Definition, understanding and characteristics of DSS
- Architect of DSS
- Components of DSS
- Major Functions of DSS
- Comparison between MIS and DSS

Unit 4 : Business Process Reengineering and Management of Change (25%)

- Introduction of BPR
- Strategic Alignment Model
- BPR Methodology, Rapid Re & PRLC
- Introduction of Change Management & Strategies, Barriers ,
- Change Management in Government
- Implementation Plan

Unit 5 : Cyber Crimes and IT Act (20%)

- Introduction
- Cyber Crimes
- Cyber Crime and IT Act
- IT Act 2000 and Adjudication Under the Act

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓			✓	
CO2	✓	✓	✓	✓		
CO3	✓		✓	✓	✓	✓
CO4		✓	✓	✓		✓
CO5			✓		✓	✓
CO6	✓	✓	✓	✓	✓	✓

References:

- 1) Management Information Systems (text and application) by C.S.V. MURTHY published by Himalaya Publishing House (For Unit 3)
- 2) E-commerce by Kamlesh K Bajaj & Debjani Nag published by Tata McGraw Hill, (For Unit – 4, 5)
- 3) Analysis and design of information systems by V. Rajaraman (PHI) (For Unit 2)
- 4) Perry Edwards: System Analysis & design Mc Graw Hill (For Unit 2)
- 5) OpenOffice.org For Dummies - Gurdy Leete, Ellen Finkelstein, Mary Leete - Wiley Pub. (For Unit 1)
- 6) A Conceptual Guide to OpenOffice.org 3-R. Gabriel Gurley (Free E-book)(For Unit1)

Subject Code [2708000708022002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	Major
Credit	4
Course Code	CC802
Course Level	400
Course Title	Family Business Management
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	This course provides students with conceptual knowledge and practical insights into the dynamics of family-owned businesses. It integrates theories of entrepreneurship, succession, governance, professionalization, and innovation to help learners manage and grow family enterprises sustainably.
Course Objective	Students will understand the fundamental nature and advantages/challenges of family enterprises. Students learn how governance structures reduce conflict and support growth. Students understand how to integrate professionalism with family values. Students will be able to design effective succession strategies. Students will explore long-term strategic growth and global competitiveness.
Course Outcome	CO1: Explain the characteristics, structure, and socio-economic importance of family businesses. CO2: Analyze governance mechanisms, roles, and conflicts within family enterprises. CO3: Evaluate succession planning, leadership transition, and continuity strategies. CO4: Examine professionalization, strategic planning, and growth models in family businesses. CO5: Apply tools and frameworks to real-life Indian and global family business cases.

COURSE CONTENT

Unit 1: Introduction to Family Business (20%)

- Concept and definition of family business
- Evolution and economic impact of family-owned enterprises
- Types and structures of family businesses
- Family business vs. non-family business
- The three-circle model: Family–Ownership–Business
- Challenges and strengths of family enterprises
- Indian family business landscape: Tata, Birla, Murugappa, Mahindra, Reliance (case snapshots)

Unit 2: Governance in Family Business (20%)

- Family governance mechanisms
 - Family constitution
 - Family council
 - Family meetings
 - Code of conduct
- Ownership structures—Equity, control, and decision-making
- Conflict management among siblings, cousins, and generations
- Role of non-family employees
- Legal and ethical considerations in family firms

Unit 3: Professionalization & Strategic Management (20%)

- Need for professionalization
- Hiring non-family professionals
- Balancing family culture with professional management
- Strategic planning for family firms
- Innovation, digital transformation, and new-age family business models
- Financial discipline, reporting, and performance evaluation

Unit 4: Succession Planning & Leadership Transition (20%)

- Meaning and importance of succession
- Types of succession models: primogeniture, merit-based, consensus-based
- Grooming the next generation
- Psychological and emotional aspects of succession
- Estate planning and wealth transfer
- Women leadership in family businesses

Unit 5: Growth, Sustainability, and Globalization of Family Businesses (20%)

- Growth strategies: diversification, internationalization, collaborations
- Family business entrepreneurship: next-gen startups
- Managing risks and crises in family firms
- Sustainability practices and long-term orientation
- Case studies of global family firms: Walmart, Samsung, BMW, Ferrero

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓				
CO2	✓	✓	✓			✓
CO3		✓	✓	✓		✓
CO4			✓	✓	✓	✓
CO5	✓		✓	✓	✓	✓
CO6	✓	✓	✓	✓	✓	✓

References:

1. *Family Business in India* – **K. Ramachandran**; Publisher: IIM Ahmedabad / Sage
2. *The 10 Commandments for Family Business* – **Kavil Ramachandran**
3. *Indian Family Business Mantras* – **Peter Leach & Tatwamasi Dixit**
4. *Entrepreneurship Development* – **S.S. Khanka**
5. *Entrepreneurship Development and Small Business Management* – **Poornima M. Charantimath**; Pearson Education
6. *Entrepreneurship* – **Rajeev Roy**; Oxford University Press
7. *Dynamics of Family Business* – **R. Ganesan & S. K. Mondal (Editors)**
8. *Business Ethics and Corporate Governance* – **A.C. Fernando**
9. *Management of Small Scale Industries* – **Vasant Desai**

Recommended for Case Studies (India-specific)

- **Tata Group** – books by R.M. Lala
- **The Marwaris: From Jagat Seth to the Birlas** – Thomas Timberg
- **Business Legends** – Gita Piramal
- **Business Maharajas** – Gita Piramal (excellent for Indian family business histories)

Subject Code [2708000708033001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	MINOR- Finance Specialisation
Credit	4
Course Code	CC803
Course Level	400
Course Title	Financial Derivatives
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To provide an understanding of derivative markets, instruments of financial derivatives and their strategic application for hedging, speculation and arbitrage.
Course Objective	To provide an in-depth understanding of financial derivatives in terms of concepts, functions, instruments, pay-off and trading strategies.
Course Outcome	CO1: Understand the nature and significance of derivative markets and their development. CO2: Differentiate between forwards, futures, options, and swaps as derivative instruments. CO3: Apply derivative instruments for hedging risk using appropriate pay-off strategies. CO4: Analyze derivative trading mechanisms including margin, settlement, and contract specifications. CO5: Evaluate speculative, arbitrage, and hedging strategies using futures and options in financial markets. CO6: Demonstrate analytical skills through interpretation of option pricing terminology, moneyness, and premium determination.

Course Content:	
Unit 1: Introduction to Derivative Market	(20%)
<p>Meaning and definition of derivatives, Types of derivatives, Basic types of financial derivatives, Functions of derivative markets, Evolution of derivative markets, History and development of derivative markets in India, Factors driving the growth of derivatives market, Inhibiting factors in the growth of derivative markets in India, Exchange-traded vs. OTC derivatives, Types of Traders or participants in derivative market.</p>	
Unit 2: Forwards and Futures	(30%)
<p>Forward contracts: Meaning, features, advantages and limitations, Pay off for forward contract, forward trading mechanism.</p> <p>Future contracts: Meaning, features, advantages, pay off for futures, future market trading mechanism, settlement, Concept and operation of margins, contract specification for index future and stock future, Future trading strategies: Arbitrage, Hedging, Speculation, Futures vs. Forwards.</p>	
Unit 3: Options	(35%)
<p>Meaning, features, advantages, types-call options and put options, Index option, stock option, European & American option , option terminology: Strike price, Expiration date, option Premium or price, open interest in relation to price & volume (concept), Moneyness of Options: In the money, At the Money, Out of the money; intrinsic value, time value of option (Examples for understanding concept), contract specification for index option and stock option, pay off for options, settlement procedure, Factors determining option price, Option trading strategies : Arbitrage, Hedging, Speculation, Straddle, Strangles, Strips and Straps, Spread trading.</p>	
Unit 4: Swaps	(15%)
<p>Meaning, features and advantages of swaps, types of swaps- Interest rate swaps, currency swaps, debt-equity swap, mechanics of swaps.</p>	

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓				
CO2	✓	✓	✓	✓		
CO3		✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5		✓	✓	✓	✓	✓
CO6	✓	✓	✓	✓	✓	✓

Suggested Readings:

- Vohra & Bagri, Futures and Options, Tata McGraw Hill
- Gupta S.L., Financial Derivatives Theory, Concepts and Problems, PHI
- S. Kevin, Security Analysis and Portfolio Management, PHI
- V. K. Bhalla, Security Analysis And Portfolio Management, S. Chand
- Gordan and Natrajan, Financial markets and Services, Himalaya Publishing House
- John Hull, Options, Futures and other Derivatives, Pearson Education

Subject Code [2708000708033002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	MINOR- HR Specialisation
Credit	4
Course Code	CC803
Course Level	400
Course Title	Human Resource Maintenance, Separation and Control
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	
Course Objective	<ul style="list-style-type: none">➤ To explain the purpose and utility of HR Audit in evaluating HR effectiveness.➤ To understand employee separation and downsizing decisions and HR's role in their management.➤ To analyze causes of employee turnover and develop retention strategies.➤ To learn the structure, drafting, and importance of HR records and official communications.➤ To build practical HR skills relevant to workplace policy, documentation, and employee relations.
Course Outcome	CO1: Demonstrate understanding of HR Audit concepts, objectives, methods, and practical applications. CO2: Analyze downsizing and employee separation processes and HR's role in managing them. CO3: Evaluate employee turnover causes and recommend effective employee retention strategies. CO4: Apply knowledge of HR documentation to draft professional HR letters, notices, and records. CO5: Demonstrate practical HR competencies relevant to policy implementation, employee relations, and organizational workforce planning.

COURSE CONTENT		
Unit 1	HR Audit HR Audit - Meaning, purpose, objectives and Importance of audit Role of HRD Auditor Methods and Techniques of HR Audit Key areas of HR Audit Approaches to HR Audit Benefits of HR Audit	(25%)
Unit 2	Corporate Downsizing and Employee Separation Corporate downsizing - Concept, meaning and reasons of downsizing Employee Separations - Layoff, Resignation, Dismissal, Discharge, Retrenchment, VRS Voluntary Retirement Scheme (need, process, challenges, advantages and disadvantages) Role of HR in managing corporate downsizing (any two case study) Exit Interview	(25%)
Unit 3	Employee Retention Employee Turnover (Meaning, Reasons and Implications) Employee Retention (Meaning, Concept and Importance) Employee Retention Strategies	(20%)
Unit 4	HR Records Meaning, objectives and types of HR records Purpose of maintaining HR records Formal Drafting Required in Managing HR: Drafting recruitment advertisement for newspaper) Drafting Appointment letter Drafting Resignation letter Drafting a letter of acceptance of resignation letter Letter of Memorandum (meaning and types) Drafting Show cause notice (meaning & purpose) Charge Sheet (Meaning and purpose)	(30%)

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			
CO2	✓	✓	✓	✓		✓
CO3		✓	✓	✓	✓	✓
CO4	✓		✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓

Reference Books:

- Munjal, S., Munjal, S. N. (2021) Compendium of Drafts of Employment Contracts and Appointment Letters, Bloomsbury Publishing
- Rajni Gyanchandani, Durdana Ovais - HR Audit, Everest Publication
- T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage
- Deb, T. Managing Human Resource and Industrial Relations. India: Excel Books.
- K. Aswathapa - Human Resource Management, McGraw-Hill Education (India) Pvt Limited.
- Gupta, C. B. - Human Resource Management, Sultan Chand & Sons.

Subject Code [2708000708033003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	MINOR-Marketing Specialisation
Credit	4
Course Code	CC803
Course Level	400
Course Title	Industrial Marketing
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To provide students with comprehensive knowledge of industrial marketing principles, organizational buying behavior, segmentation strategies, and the management of industrial product decisions, enabling them to understand and apply marketing strategies within B2B environments
Course Objective	<ul style="list-style-type: none">• To explain the fundamental concepts, nature, and scope of industrial marketing and how it differs from consumer marketing.• To understand organizational buying processes, decision models, and influencing factors in B2B purchases.• To analyze industrial market segmentation, targeting, positioning, and product life cycle strategies.• To learn effective channel selection, distribution strategies, and logistics for industrial products.• To understand and apply appropriate promotional tools and communication mechanisms for industrial marketing.
Course Outcome	CO1: Explain the concepts, nature, and characteristics of industrial marketing and industrial demand. CO2: Analyze organizational buying behavior using

	<p>models such as the BuyGrid and evaluate buying roles and influences.</p> <p>CO3: Apply segmentation, targeting, and positioning strategies specifically for industrial markets.</p> <p>CO4: Evaluate industrial product decisions including product mix, life cycle strategies, and product determinants.</p> <p>CO5: Demonstrate strategic understanding of industrial distribution channels, logistics, and promotional strategies for B2B markets.</p>
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COURSE CONTENT	
<p>Unit - I (25%)</p> <p>Definition & Concept of Industrial Marketing</p> <p>Nature of Industrial Marketing; Industrial Marketing Vs. Consumer Marketing;</p> <p>The Nature of Industrial Demand & Industrial Customer.</p> <p>Buying situations</p> <p>Introduction to different types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services</p>	
<p>Unit - II (25%)</p> <p>Organizational Buying: BuyGrid Model, Phases in purchasing decision process & their marketing implications, Buying centers, Value analysis & Vendor analysis.</p> <p>Factors influencing Organizational Buying: Environmental factors influencing buying decision, Buying Roles; Environmental & organizational Influences</p>	
<p>Unit - III (25%)</p> <p>Industrial market segmentation, Bases for segmenting industrial market - macro and micro variables. Targeting the industrial product, Positioning the industrial product. Industrial Product life cycle, Product mix</p> <p>Industrial Product Decisions: Industrial Product Life Cycle; Industrial Product Mix determinants viz. technology – competition – operating capacity – shift in location of customers – government controls – changes in level of business activity</p>	
<p>Unit - IV (25%)</p> <p>The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics.</p> <p>Channel Structure for Industrial Products – Geographical, size, operating characteristics – manufacturers’ and sales agents – Brokers - Channel Logistics</p> <p>Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties</p>	

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓				
CO2	✓	✓	✓	✓		✓
CO3		✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓

Reference:

1. Industrial Marketing – P K Ghosh
2. Industrial Marketing – Hawaldar
3. Alexander, R.S. Cross, J.S. & Hill, M.: Industrial Marketing, Richard Irwin, Homewood, Illincies.
4. Reeder & Reeder : Industrial Marketing, Prentike Hall, India.
5. Cox. F. (Jr.) : Industrial Marketing Research, John-Willey & Sons, New York, 1971.
6. Fisher, L. : Industrial Marketing, Business Books, 1969.

Subject Code [2708000708044001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	MINOR-Finance Specialisation
Credit	4
Course Code	CC804
Course Level	400
Course Title	Fundamentals of Financial Analytics
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To develop the understanding of business and financial analytics and modelling using Microsoft Excel.
Course Objective	<p>To introduce the concepts and applications of business and financial analytics.</p> <p>To understand data sources, warehousing, and data mining techniques.</p> <p>To apply descriptive statistics and visualization techniques to financial datasets.</p> <p>To develop skills in predictive modeling through correlation, regression, and time series analysis.</p> <p>To facilitate hands-on analytical problem-solving using real financial data in MS Excel.</p>
Course Outcome	<p>CO1: Understand key concepts and types of business analytics and financial analytics.</p> <p>CO2: Identify and differentiate between various data sources and apply data warehousing and data mining processes.</p> <p>CO3: Apply descriptive statistical tools and visualizations to interpret financial data.</p> <p>CO4: Perform correlation and regression analysis to build predictive models for financial datasets.</p> <p>CO5: Analyze time series data using trend analysis and moving average techniques, applying them to practical business forecasting.</p>

Course Content	
Unit-1: Business Analytics & Financial Analytics Overview <ul style="list-style-type: none"> ● Business Analytics - Basic concept, need, components (business context, technology, data science), types (descriptive, predictive and prescriptive), Business intelligence vs. Business analytics ● Financial Analytics – Basic concept, importance, types, components, basic concept and importance of machine learning for financial analysts. 	(25%)
Unit-2: Data, Data Warehousing and Data Mining <ul style="list-style-type: none"> ● Types of data source – storage and characteristics (Structured, semi structured unstructured) ● Definition, characteristics and framework of data warehousing ● Concepts, application and process of data mining ● Big Data Analytics: concept, characteristics and advantages. 	(25%)
Unit-3: Descriptive Statistics and Data Visualisation <ul style="list-style-type: none"> ● Descriptive statistics using excel – mean, median, mode, standard deviation, variance and their interpretations for financial data ● Data Visualisation – Tables, Graphs and Charts (Line, Bar, Histogram, Box Plot), Concept of normal distribution of data using histogram and box plot. ● Hands on session using MS Excel and interpretations of financial data 	(20%)
Unit-4: Predictive Analysis and Time Series Overview <ul style="list-style-type: none"> ● Concept of Correlation and Regression ● Simple linear regression: coefficient of determination, significance tests, residual analysis, confidence and prediction intervals. ● Multiple linear regression: coefficient of multiple coefficient of determination, interpretation of regression coefficients, basic interpretations of multi-collinearity, autoregression ● Time series data – concept, characteristics, trend analysis, simple moving average ● Hands on session using MS Excel and interpretations of financial data 	(30%)

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓				
CO2	✓	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. Ramesh Sharda, Dursun Delen, Efraim Turban, Business Intelligence: A Managerial Perspective on Analytics, Pearson 3rd.
2. R. N. Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley 2016.
3. Anil Maheshwari, Data Analytics, McGraw Hill, 2017.
4. Data Mining: Concepts and Techniques, Morgan Kaufmann, 2011.
5. Dixon, Matthew F., Machine Learning in Finance O'Reilly, 2019.
6. Microsoft Office 2007, Business Intelligence – Reporting, Analysis and Measurement from the Desktop, Doug Harts, Tata McGraw Hill, 2008.

Subject Code [2708000708044002]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	MINOR- HR Specialisation
Credit	4
Course Code	CC804
Course Level	400
Course Title	Human Resource Management in Retail and IT Industry
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To develop an understanding of HRM practices specifically within the Retail, IT and ITES industries, enabling students to analyze sector-specific HR challenges, staffing structures, talent management, training, compensation, and performance systems.
Course Objective	To explain the evolution, structure, and characteristics of HR in Retail and IT/ITES industries. To understand job analysis, organizational structures, and professional specialization within each industry. To examine recruitment, selection, training, and performance appraisal approaches in industry-specific contexts. To analyze sector-specific HR challenges and strategic responses for workforce management. To enable students to apply HR concepts for motivating, compensating, and effectively managing employees in dynamic service-oriented industries.
Course Outcome	CO1: Describe the nature, evolution, structure, and workforce requirements of the Retail and IT/ITES industries. CO2: Apply job analysis concepts to develop Job Descriptions and Job Specifications for roles in Retail and IT/ITES organizations. CO3: Evaluate industry-specific recruitment, training, and appraisal systems used for employee development. CO4: Analyze HR challenges and propose management strategies for workforce retention, motivation, and performance improvement.

	CO5: Demonstrate an understanding of compensation components and HR policy implementation in Retail and IT/ITES environments.
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COURSE CONTENT

Unit 1: Overview of Retail Industry (20%)

- Introduction to Retail Industry
- Functions of Retailing
- Retail industry in India - Evolution, Size, Types, Models and Challenges
- HR Challenges in Organised Retail

Unit 2: Managing HR in Retail Industry (30%)

- Organisational Structure of a Retail Firm
- Designing Retail organisational structure
- Job Analysis (Concept, Job Description and Job Specification of various positions in Retail Industry)
- Specialisation of Retail Personnel
- Recruitment Practices prevalent in Retail Industry
- Training of Retail Employees (Concept, Training Areas, Methods)
- Performance Appraisal System (Concept and Methods of Appraisal)
- Motivation (Concept and Tools of Motivation)
- Components of Compensation

Unit 3: Overview of Information Technology (IT) and IT Enabled Services (ITES) Industry (20%)

- Introduction to IT and ITES
- Types of IT systems
- IT industry in India - Evolution, Size, Types, Scope and Challenges
- HR Challenges in IT and ITES Industry

Unit 4: Managing HR in IT and ITES Industry (30%)

- Organisational Structure of an IT Firm
- Designing organisational structure of ITES organisation
- Job Analysis (Concept, Job Description and Job Specification of various positions in IT and ITES Industry)
- Specialisation of IT Personnel
- Recruitment Practices in IT and ITES firm
- Training of IT Employees (Concept, Training Areas, Methods)
- Performance Appraisal System (Concept and Methods of Appraisal)
- Motivation (Concept and Tools of Motivation)
- Components of Compensation

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓				
CO2	✓	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. Abhijaat Sahu and A.K. Tiwari – *Human Resource Management in Service Sector*, Ruby Press and Co.
2. Rakhi Bhattacharya and Rajiv S Mishra – *HRM in Service Sector Management*, Himalaya Publishing House
3. Archana Singh, Simmy Jain and Rajvinder Kaur Hundal, *HRM in Service Sector Management*, Sheth Publishers
4. Prerna Sharma and Praveen Nagpal – *Human Resource Management in Service Sector Management*, Vipul Prakashan
5. Harjit Singh – *Retail Management: A Global Perspective*, S Chand and Sons
6. https://www.bbarl.com/data/media/ignou/UNIT_3_MANAGING_MANPOWER.pdf

Subject Code [2708000708044003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS) SEMESTER – VIII	
Program Name	BBA (HONORS)
Semester	SEMESTER-VIII
Course Type	MINOR- Marketing Specialisation
Credit	4
Course Code	CC804
Course Level	400
Course Title	Rural Marketing Management
Credit	Theory : 4
Effective from	2025-26
Minimum weeks / Semester	15 (Lectures, Guest Lectures, Case Study, Presentations, Group Assignments)
Medium of Instruction	English
Purpose of Course	To provide students with a comprehensive understanding of rural markets, consumer behavior, marketing strategies, distribution systems, and the role of ICTs in rural economic development and marketing operations.
Course Objective	To explain the fundamentals of rural marketing and rural consumer behavior. To analyze rural marketing strategies for tangible and intangible products. To understand rural distribution systems and segmentation approaches in agricultural and niche markets. To explore the role of ICT, government initiatives, and digital platforms in rural marketing. To apply practical knowledge of rural marketing to real-world agricultural and rural business contexts.
Course Outcome	CO1: Describe the concept, characteristics, and behavior of rural markets and consumers. CO2: Apply rural marketing strategies for different categories of rural products. CO3: Assess distribution channels and segmentation models suitable for rural and agricultural markets. CO4: Examine the role of ICTs, digital networks, and social media in rural marketing and agriculture. CO5: Demonstrate understanding of institutional support systems such as APMCs, e-NAM, AGMARKNET, and rural warehousing for marketing efficiency.

COURSE CONTENT	
Unit-1 Overview of Rural Marketing	(25%)
Meaning and definition of Rural Markets, Marketing the Rural Products, Issues in Product Marketing in rural areas and Rural Consumer Behaviour.	
Unit-2 Rural Marketing Strategy	(25%)
Tangible and intangible rural products, Evolving Rural Marketing Strategy, Marketing strategy for rural products, Role of informal communication	
Unit-3 Rural Distribution Systems	(25%)
Rural Communication and Distribution systems, Distribution system for small markets, niche markets and exclusive products, market segmentation, Agricultural Marketing and Role of Agricultural Produce Marketing Committees (APMCs)	
Unit-4 ICTs in Rural Marketing	(25%)
ICTs in Rural Marketing, Role of Social Media, e-NAM, Agricultural Marketing Network (AGMARKNET) and Rural warehouse, Rural as well as urban storage systems	

Mapping between COs and PSOs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓				
CO2	✓	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓
CO5	✓	✓	✓	✓	✓	✓

References Books:

1. Kotler, P and Armstrong, G (2015). Principles of Marketing. Pearson Education: India
2. Kotler, P, et al (2017). Marketing Management. Pearson Education.
3. Rajagopal (1994). Rural Marketing Management. Discovery Publishing House: New Delhi.