



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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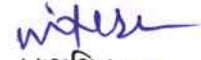
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-: પરિપત્ર :-

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 Honours with Research Sem.-7 & 8 નું માળખું અને અભ્યાસક્રમ બિઝનેસ એન્ડ મેનેજમેન્ટ સ્ટડીઝ વિષયની અભ્યાસ સમિતિની તા.૨૧/૦૨/૨૦૨૬ની 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/૭૬૯૨/૨૦૨૬
તા.૧૭-૦૪-૨૦૨૬


કુલસચિવ વગ

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 With Research)				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	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	Financial Modelling	Financial Modelling	400	4		2		4		50		50		100								
	CC704	Employer Branding and Employee Value Proposition	Employer Branding and Employee Value Proposition	400	4		2		4		50		50		100								
	CC704	Human Resource Specialisation																					
	CC704	Marketing Analytics	Marketing Analytics	400	4		2		4		50		50		100								
	CC704	Marketing Specialisation																					
OJT	OJT-1	OJT	OJT	400	6						75		75		150								
Total					22				22														

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
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	<p>Academic Writing focuses on the academic skills and basic elements of academic writing.</p> <p>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.</p>
Course Outcome	<p>CO1 To differentiate between various kind of academic writings.</p> <p>CO2 To practice the basic skills of performing quality literature review.</p> <p>CO3 To help students for the basic skills of research paper, review paper, book review and thesis writing.</p> <p>CO4 To target the research work to suitable journal and communicate for publication and publishing electronically.</p> <p>CO5 To help students to write Quality Research Paper, Abstract, Review Paper, Book review, Research Proposal and Thesis.</p>

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 (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
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 (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
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 (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
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

COURSE CONTENT	
Unit: 1 Introduction to Retailing	(20)
Definition of Retailing, Evolution and Size of Retailing in India, Classification of Retailing (Organized and Unorganized Retail), Retail Scenario in India (Contribution of Organized and Unorganized Retail in India), Role of Retailer in Distribution Channel, Challenges faced by Retailer In India.	
Unit;2 Retail Pricing Strategy	(20)
Elements of Retail Pricing, Retail Pricing Strategies/ Policies (Leader Pricing, Price Bundling, Discount Pricing, EDLP, Odd Pricing, Psychological Pricing, Bait and switch pricing, Dynamic Pricing, Reference Pricing)	
Unit: 3 Retail Formats in India	(20)
Introduction to various Retail Formats Such as Departmental Store, Hyper Market, Super Market, Discount Store, Mall, E-Retail, differences between retail formats (on the basis of Size, Types of Merchandises available, etc), Non-Store Retailer (Catalog, Direct Mail, E-Retailing)	
Unit: 4 Retail Store Layout, Design	(15)
Objectives of Layout and Design, Elements of Retail Layout, Store Front & Entrances, Merchandise display.	
Unit: 5 Retail Strategy	(15)
Stages of Merchandise Planning and Management, Retail Brands (National Brand, Local Brand, Private Brand)	
Unit: 6 Case Study	(10)

Mapping between COs and PSOs

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

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 (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
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 (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
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 (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
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 [2608000707044001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Finance Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Financial Modelling
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	This course aims to develop practical skills in financial modeling using Excel for effective decision-making. It helps students apply financial concepts like valuation, forecasting, and analysis in real-world business situations.
Course Objective	<ul style="list-style-type: none">• To provide fundamental and advanced knowledge of financial modeling using MS Excel• To develop skills in building, analyzing, and interpreting financial models for business decision-making.• To understand valuation techniques, financial analysis, and capital budgeting methods.• To enhance the ability to use Excel tools for forecasting, scenario analysis, and data-driven decisions.

Course Outcome	<ul style="list-style-type: none"> • CO1: Analyze concepts of financial modelling and spreadsheet functions • CO2: Develop financial models using financial statements • CO3: Estimate firm value using DCF, Asset-based and Comparable valuation • CO4: Apply financial modelling techniques for equity research
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Course Content	
Unit 1 : Introduction to Financial Modelling & Spreadsheets	(30%)
Introduction to Financial Modelling Concept and overview, Application of financial model, Characteristics of a good financial model, Stages of financial model, Role of financial modeller, Steps to build a financial model Spreadsheets: Use of Excel financial Function (PV, FV, Rate, PMT, NPER, NPV, XNPV, IRR, XIRR) , conditional formatting, advanced Modelling Techniques – Extrapolation, Histogram , macros, what-if analysis – goal seek, pivot table , Graphs and charts, Lookup , VLOOKUP, Match & Offset, data validation	
Unit 2 : Financial Statement Modelling	(20%)
<ul style="list-style-type: none"> • Financial reporting mechanics • Financial analysis techniques • Inventory and long-lived assets • Non-current liabilities 	
Unit 3 : Financial Modelling & Valuation:	(30%)
Enterprise Value & Equity Value, Comparable Company Valuation, Asset-based Valuation, Discounted Cash Flow (DCF), DCF Analysis : <ul style="list-style-type: none"> • Levered and unlevered cash flow • Forecasting free cash flow • Terminal value • Present value & discounting • Sensitivity analysis • Final valuation conclusion Build DCF Analysis in excel	
Unit 4 : Financial Modelling & Portfolio Management	(20%)
<ul style="list-style-type: none"> • Basics of risk, return, and beta • Portfolio optimization (Markowitz model using Solver) • Stock price simulation (random numbers) 	
Note: Theory part must be taught practically as well, however no Practical exam will be conducted.	

Mapping of COs and PSOs

COs \ POs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓	✓		✓
CO2	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

Suggested Readings:

1. Proctor, Scott (Latest Edition), *Building Financial Models with Microsoft Excel: A Guide for Business Professionals*, Wiley.
2. Day, Alastair (Latest Edition), *Mastering Financial Modeling in Microsoft Excel: A practitioner's guide to applied corporate finance*, FT Publishing International.
3. Sobeiga Eric (Latest Edition), *Mastering Financial Modeling: A Professional's Guide to Building Financial Models in Excel*, McGraw-Hill Professional.
4. Sengupta Chandan (Latest Edition), *Financial Analysis in Modeling using Excel and VBA*, Wiley.
5. Winston, W. (2016). *Excel Data Analysis and Business Modeling*. Microsoft Press.
6. Rees, M. (2008). *Financial Modelling in Practice*. Wiley Finance.
7. Avon, J. (2014). *The Basics of Financial Modelling*. Apress.
8. Avon, J. (Latest ed.). *The Handbook of Financial Modelling*. Apress.

Subject code [2608000707044003]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Human Resource Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Employer Branding and Employee Value Proposition
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 purpose of this course is to develop a comprehensive understanding of employer branding and its strategic importance in attracting, engaging, and retaining talent in modern organizations. The course aims to familiarize students with concepts such as Employee Value Proposition (EVP), employer brand management, and organizational culture alignment. It also focuses on the role of leadership, CSR, and sustainability in building a strong employer brand. Additionally, the course equips students with practical knowledge to evaluate and measure the effectiveness of employer

	branding strategies in a dynamic business environment influenced by technological and workforce changes.
Course Objective	<ol style="list-style-type: none"> 1. To familiarize students with the concept and strategic significance of employer branding. 2. To enable students to analyze and formulate employee value propositions (EVPs) tailored to organizational contexts. 3. To equip students with the tools for assessing and enhancing organizational attractiveness to potential and current employees. 4. To provide practical strategies for integrating employer branding initiatives with overall HR and marketing functions. 5. To foster understanding of measuring the effectiveness and impact of employer branding campaigns.
Course Outcome	<p>CO1: To understand employer branding and initiatives undertaken by different organizations.</p> <p>CO2: To apply the concept of employee value proposition as an element of employer branding.</p> <p>CO3: To analyse the impact of Employer Brand Management on organizations.</p> <p>CO4: To evaluate the impact of employer branding on employee value proposition.</p> <p>CO5: To create competitive advantage for an organization through Employer Branding Strategies.</p>

COURSE CONTENT	
Chapter 1 Introduction to Employer Branding:	Brand Definition , Evolution and history of Employer Branding, Brand Consistency and Continuity, Importance of Employer Branding - Changing needs and aspirations of employees, Role of top management in employer branding, Manager’s role in Employer Branding Employer Branding Process - Diagnosing the Employer Brand, Creation and Operationalization of the Employer Brand, Integrating branding with organization’s culture and values Benefits of Employer Branding - Functional, Emotional, Higher Order and Life Cycle Benefits
Chapter 2 Employee Value Proposition	<ul style="list-style-type: none"> • Definition and Importance • Link to Motivation Theories • Creating a Strong EVP: Identifying unique employer strengths • Customizing EVP for diverse workforce segments
Chapter -3 Employer Brand Management	<ul style="list-style-type: none"> • Policies: External Reputation, Internal Communication • Senior Leadership and CSR (Corporate Social Responsibility) • Local Picture: Recruitment, Induction, and Performance Management • CSR and Employer Brand Impact: Diversity, Equity, Inclusion and Belonging (DEIB) in Employer Branding• <p>Sustainability and Employer Brand Positioning</p>
Chapter – 4 Process of Evaluation of Employer Branding & Employee Value Proposition	<ul style="list-style-type: none"> • Success Stories • Change Management • Measurement of Impact

- Sustaining Long-term Employer Branding
- Future trends in Employer Branding (AI, Gig Economy, Remote Work)

Mapping of COs and PSOs

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

Reference Books:

1. The Employer Brand Bringing the Best of Brand Management to People at Work, Simon Barrow & Richard Mosley, Second Edition, Wiley
2. Employer Branding: Use your Brand to Attract the Employees you Need for your Business to Succeed, James Ellis, First Edition, Kogan Page
3. The Talent Magnet - Employer Branding & Recruitment Marketing Strategies to Attract Millennial Talent, Richard Evans, , Create Space Independent Publishing Platform

Subject code [2608000707044005]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONORS WITH RESEARCH) SEMESTER – VII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VII
Course Type	MINOR- Marketing Specialisation
Credit	4
Course Code	CC704
Course Level	400
Course Title	Marketing Analytics
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 purpose of this course is to provide students with a foundational understanding of marketing analytics and its role in data-driven decision-making. It aims to develop analytical skills required to interpret marketing data, apply predictive and classification techniques, and understand customer segmentation strategies. The course also focuses on evaluating customer lifetime value (CLV) and retention analytics to enhance customer engagement and business performance. Overall, the course prepares students to use modern analytical tools and techniques to solve real-world marketing problems effectively.
Course Objective	To provide a fundamental understanding of marketing analytics and its role in modern business decision-making. To familiarize students with different types of marketing data and their application in customer segmentation and personalization. To develop the ability to apply predictive and classification techniques such as regression, decision trees, and machine learning models in marketing problems. To enable students to understand and apply clustering techniques for effective market segmentation. To introduce the concept of Customer Lifetime Value (CLV) and its importance in customer retention and strategic marketing decisions.

Course Outcome	<p>CO1: Understand the fundamentals of marketing analytics, data types, and analytical tools</p> <p>CO2: Apply predictive and classification techniques in marketing decision-making</p> <p>CO3: Analyze customer segmentation using clustering techniques</p> <p>CO4: Evaluate customer lifetime value (CLV) and retention strategies</p>
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COURSE CONTENT
<p>Unit-1 Introduction to Marketing Analytics</p> <p>Definition, Scope, and Importance;</p> <p>Types of Data in Marketing: Structured vs. Unstructured, First-party, Second party, Third-party Data;</p> <p>Role of Data in Customer Segmentation and Personalization;</p> <p>Overview of Analytical Tools and Platforms (Google Analytics, Power BI, Python/R Basics for Marketing)</p>
<p>Unit-2 Prediction and Classification in Marketing Analytics;</p> <p>Basics of Predictive Analytics;</p> <p>Regression Models and their Applications in Forecasting;</p> <p>Decision Trees & Random Forest for Customer Response Prediction;</p> <p>Classification Techniques (Naïve Bayes, SVM) for Lead Scoring and Customer Intent Analysis</p>
<p>Unit-3 Clustering, Segmentation in Marketing;</p> <p>Basics of Clustering in Marketing Analytics;</p> <p>K-Means Clustering and Hierarchical Clustering for Customer Segmentation;</p>
<p>Unit-4 Customer Lifetime Value (CLV) and Retention Analytics;</p> <p>Concept and Importance of Customer Lifetime Value (CLV);</p> <p>Methods to Calculate CLV (Historical vs. Predictive CLV);</p> <p>Retention Analysis and Churn Prediction Models;</p> <p>Personalization Strategies and Customer Engagement Based on CLV Insights</p>

Mapping of COs and PSOs

COs \ PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	✓	✓	✓			✓
CO2	✓	✓	✓	✓	✓	
CO3	✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓	✓

REFERENCES

1. *Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques* – Mike Grigsby
2. *Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python* – Thomas W. Miller
3. *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die* – Eric Siegel
4. *Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst* – Dean Abbott
5. *Customer Segmentation and Clustering Using SAS Enterprise Miner* – Randall S. Collica

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

STRUCTURE FOR ERP

PROGRAM NAME : BBA (Honors with Research)

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	Research and Publication Ethics	Research and Publication Ethics	400	4		2		4		50		50		100	
MAJOR	CC802	Advanced Business Research	Advanced Business Research	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 [2708000708011001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VIII
Course Type	Major
Credit	4
Course Code	CC801
Course Level	400
Course Title	Research And Publication Ethics
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 develop awareness and understanding of ethical practices in research and publication. It focuses on promoting research integrity, preventing misconduct, and equipping students with knowledge of publication standards, open access systems, and research evaluation metrics.
Course Objective	<ul style="list-style-type: none">• to understand ethical principles in scientific research and publication.• To develop awareness about research integrity and misconduct (FFP).• To familiarize students with publication ethics, guidelines, and standards.• To understand open access publishing and tools for journal selection.• To develop knowledge of indexing databases and research metrics
Course Outcome	<ul style="list-style-type: none">• CO1: Students will be able to explain ethical principles, research integrity, and various forms of scientific misconduct in research.• CO2: Students will be able to analyze publication ethics, authorship issues, conflicts of interest, and identify unethical practices such as predatory publishing.• CO3: Students will be able to understand open access publishing systems and use tools for journal selection and identifying predatory journals.• CO4: Students will be able to evaluate research quality using indexing databases and research metrics such as impact factor, h-index, and citation analysis

<p>Unit I : Scientific Conduct</p> <ul style="list-style-type: none"> • Ethics with respect to research • Scientific misconducts: Falsification, Fabrication, Plagiarism (FFP) • Redundant publications: duplicate, overlapping publications, salami slicing • Selective reporting and misrepresentation of data
<p>Unit II: Publication Ethics</p> <ul style="list-style-type: none"> • Definition, introduction, and importance of publication ethics • Guidelines and standards: COPE, WAME, etc. • Publication misconduct: concept, causes, types • Authorship and contributorship issues • Identification of misconduct, complaints, and appeals • Predatory publishers and journals
<p>Unit III: Open Access Publishing</p> <ul style="list-style-type: none"> • Open access publications and initiatives • SHERPA/RoMEO (copyright & self-archiving policies) • Tools to identify predatory journals (SPPU tool) • Journal suggestion tools: JANE, Elsevier Journal Finder, Springer, etc.
<p>Unit IV: Databases and Research Metrics</p> <ul style="list-style-type: none"> • Indexing databases • Citation databases: Web of Science, Scopus • Impact Factor (Journal Citation Reports) • SNIP, SJR, IPP, CiteScore • Metrics: h-index, g-index, i10-index, altmetrics

Mapping between COs and PSOs :

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

Suggested Readings:

1. Steneck, N. H. (2007). *Introduction to the Responsible Conduct of Research*.
2. Oliver, P. (2003). *The Student's Guide to Research Ethics*. Open University Press.
3. Shamoo, A. E., & Resnik, D. B. (2003). *Responsible Conduct of Research*. Oxford University Press.
4. Muralidhar, K., Ghosh, A., & Singhvi, A. K. (2019). *Ethics in Science Education, Research and Governance*. Indian National Science Academy.
5. Anderson, B. H., Durston, B., & Poole, M. (1997). *Thesis and Assignment Writing*. Wiley Eastern.
6. Gustavii, B. (2003). *How to Write and Illustrate Scientific Papers*. Cambridge University Press.
7. Bordens, K. S., & Abbott, B. B. (2008). *Research Design and Methods*. McGraw Hill.
8. Graziano, A. M., & Raulin, M. L. (2007). *Research Methods: A Process of Inquiry* (6th ed.). Pearson.

Subject Code [2708000708022001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
Semester	SEMESTER-VIII
Course Type	Major
Credit	4
Course Code	CC802
Course Level	400
Course Title	Advanced Business Research
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 advanced research skills among students by providing a comprehensive understanding of business research concepts and statistical analysis using SPSS. The course aims to enable students to identify research problems, formulate hypotheses, and apply appropriate statistical tools for data analysis. It also focuses on multivariate techniques, reliability and validity testing, and ethical aspects of research publication. The course prepares students to conduct high-quality research and interpret results for effective business decision-making.
Course Objective	To understand the nature, types, and significance of business research in organizations. To develop the ability to identify research problems and formulate research objectives and hypotheses. To apply descriptive and inferential statistical techniques using SPSS for data analysis. To understand and apply multivariate statistical techniques, including factor analysis and reliability testing. To familiarize students with publication ethics, research metrics, and responsible research practices.
Course Outcome	CO1: Explain the concepts and types of business research and identify research problems. CO2: Apply SPSS for descriptive and inferential statistical analysis.

CO3: Analyze data using regression, ANOVA, and correlation techniques and interpret outputs.

CO4: Apply multivariate techniques such as factor analysis and evaluate reliability and validity.

CO5: Understand publication ethics and evaluate research quality using research metrics.

COURSE CONTENT

Unit 1: Advanced Business Research Concepts

- Nature and importance of business research
- Types of research used by organizations
 - Exploratory research
 - Descriptive research
 - Causal research
 - Applied vs Fundamental research
- Research problem identification in business organizations
- Formulation of research objectives and hypotheses


Unit 2: Literature Analysis Techniques

- Advanced literature review methods
- Systematic literature review (SLR) process
- Bibliometric analysis
 - Citation analysis
 - Co-authorship analysis
 - Keyword analysis
- Tools used in bibliometric research
 - VOSviewer
 - Publish or Perish

Identifying research gaps

Unit 2: Descriptive and Inferential statistics Analysis Using SPSS

Introduction to SPSS software

- Data entry and data cleaning
- Descriptive statistics
 - Mean, median, mode
 - Standard deviation
 - Frequency distribution
- Chi-square test Analysis and interpretation of its Output
- t-test Analysis and interpretation of its Output
- **Correlation Analysis**
- Pearson correlation
- Interpretation and limitations
- Multicollinearity
- interpretation of Output
- **Regression Analysis**
- Simple linear regression
- Multiple regression
- Model interpretation (R^2 , coefficients)
- **ANOVA (Analysis of Variance)**
- One-way ANOVA
- Business applications
- interpretation of its Output
-  Practical implementation using SPSS,

Unit 3: Multivariate Statistical Analysis by SPSS

- **Factor Analysis**
 - Concept and purpose
 - Extraction methods (basic understanding)
 - Interpretation of factor loadings
 - **Reliability and validity Testing**
 - Concept of Various types of reliability and validity
 - Cronbach's Alpha, Composite reliability
 - Scale validation (AVE, Discriminant Validity)
- Note : Practical implementation using SPSS

Mapping between COs and PSOs :

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

Suggested Readings:

1. Kothari, C. R., & Garg, G. (Latest ed.). *Research Methodology: Methods and Techniques*. New Age International.
 2. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (Latest ed.). *Multivariate Data Analysis*. Pearson.
 3. Field, A. (Latest ed.). *Discovering Statistics Using IBM SPSS Statistics*. Sage Publications.
 4. Pallant, J. (Latest ed.). *SPSS Survival Manual*. McGraw-Hill Education.
 5. Cooper, D. R., & Schindler, P. S. (Latest ed.). *Business Research Methods*. McGraw-Hill.
 6. Levin, R. I., & Rubin, D. S. (Latest ed.). *Statistics for Management*. Pearson.
- Online Resources:
 - SPSS Tutorials (IBM Documentation)
 - Google Scholar (for research articles)
 - Scopus / Web of Science (for research metrics)

Subject Code [2708000708033001]

VEER NARMAD SOUTH GUJARAT UNIVERSITY Bachelor of Business Administration (BBA) FOR BBA (HONOURS With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
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 With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
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	The purpose of this study is to develop understanding of HR audit and its role in evaluating HR effectiveness. It aims to build knowledge of employee turnover, retention strategies, and handling separation and downsizing decisions. It also focuses on developing practical HR skills in documentation, communication, and employee relations.
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	<p>CO1: Demonstrate understanding of HR Audit concepts, objectives, methods, and practical applications.</p> <p>CO2: Analyze downsizing and employee separation processes and HR's role in managing them.</p> <p>CO3: Evaluate employee turnover causes and recommend effective employee retention strategies.</p>

	<p>CO4: Apply knowledge of HR documentation to draft professional HR letters, notices, and records.</p> <p>CO5: Demonstrate practical HR competencies relevant to policy implementation, employee relations, and organizational workforce planning.</p>
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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 With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
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.

	<ul style="list-style-type: none"> To understand and apply appropriate promotional tools and communication mechanisms for industrial marketing.
Course Outcome	<p>CO1: Explain the concepts, nature, and characteristics of industrial marketing and industrial demand.</p> <p>CO2: Analyze organizational buying behavior using 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>

COURSE CONTENT	
Unit - I (25%)	
<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>	
Unit - II (25%)	
<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>	
Unit - III (25%)	
<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>	
Unit - IV (25%)	
<p>The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics.</p>	

Channel Structure for Industrial Products – Geographical, size, operating characteristics – manufacturers’ and sales agents – Brokers - Channel Logistics

Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties

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 With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
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	To introduce the concepts and applications of business and financial analytics. To understand data sources, warehousing, and data mining techniques. To apply descriptive statistics and visualization techniques to financial datasets. To develop skills in predictive modeling through correlation, regression, and time series analysis. To facilitate hands-on analytical problem-solving using real financial data in MS Excel.
Course Outcome	CO1: Understand key concepts and types of business analytics and financial analytics. CO2: Identify and differentiate between various data sources and apply data warehousing and data mining processes. CO3: Apply descriptive statistical tools and visualizations to interpret financial data. CO4: Perform correlation and regression analysis to build predictive models for financial datasets.

CO5: Analyze time series data using trend analysis and moving average techniques, applying them to practical business forecasting.

Course Content	
Unit-1: Business Analytics & Financial Analytics Overview	(25%)
<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. 	
Unit-2: Data, Data Warehousing and Data Mining	(25%)
<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. 	
Unit-3: Descriptive Statistics and Data Visualisation	(20%)
<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 	
Unit-4: Predictive Analysis and Time Series Overview	(30%)
<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 	

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 With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
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	<p>To explain the evolution, structure, and characteristics of HR in Retail and IT/ITES industries.</p> <p>To understand job analysis, organizational structures, and professional specialization within each industry.</p> <p>To examine recruitment, selection, training, and performance appraisal approaches in industry-specific contexts.</p> <p>To analyze sector-specific HR challenges and strategic responses for workforce management.</p> <p>To enable students to apply HR concepts for motivating, compensating, and effectively managing employees in dynamic service-oriented industries.</p>
Course Outcome	<p>CO1: Describe the nature, evolution, structure, and workforce requirements of the Retail and IT/ITES industries.</p> <p>CO2: Apply job analysis concepts to develop Job Descriptions and Job Specifications for roles in Retail and IT/ITES organizations.</p>

	<p>CO3: Evaluate industry-specific recruitment, training, and appraisal systems used for employee development.</p> <p>CO4: Analyze HR challenges and propose management strategies for workforce retention, motivation, and performance improvement.</p> <p>CO5: Demonstrate an understanding of compensation components and HR policy implementation in Retail and IT/ITES environments.</p>
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COURSE CONTENT
<p>Unit 1: Overview of Retail Industry (20%)</p> <ul style="list-style-type: none"> • Introduction to Retail Industry • Functions of Retailing • Retail industry in India - Evolution, Size, Types, Models and Challenges • HR Challenges in Organised Retail
<p>Unit 2: Managing HR in Retail Industry (30%)</p> <ul style="list-style-type: none"> • 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
<p>Unit 3: Overview of Information Technology (IT) and IT Enabled Services (ITES) Industry (20%)</p> <ul style="list-style-type: none"> • 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
<p>Unit 4: Managing HR in IT and ITES Industry (30%)</p> <ul style="list-style-type: none"> • 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 With RESEARCH) SEMESTER – VIII	
Program Name	BBA (HONORS WITH RESEARCH)
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.
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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	✓	✓	✓	✓	✓	✓

Suggested Readings:

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.